
15.0 SAFETY AND SECURITY

This chapter addresses the safety and security functions of the Broward County School District in the following sections:

- 15.1 Safety
- 15.2 Security
- 15.3 School Security Issues
- 15.4 School Violence Prevention Programs

BACKGROUND AND OVERVIEW

Two separate units perform safety and security functions in Broward County School Districts. School safety services, including fire, sanitation, and casualty (loss, liability, and risk reduction) inspection, are provided by the Safety and Benefits Section of the Department of Risk Management, Safety, and Benefits. School security services in the Broward County School District are provided by the Special Investigative Unit (SIU) which provides investigative personnel to serve the security needs of district high schools, middle schools, elementary schools, and vocational schools/alternative centers. SIU also provides building security personnel at many of the district's central administrative offices.

The Broward County School District is following national patterns in moving from a traditional system where teachers and principals are solely responsible for maintaining school discipline to a modern technological approach addressing the needs of a rapidly changing society in an urban metropolitan area. School principals work with sworn law enforcement officers assigned to each school called school resource officer (SROs) and with a full-time security specialist assigned to high schools and middle schools to control incidents of violence and other threats to school security.

Broward County School District's own experience reflects the growing national perception that, despite ongoing national attention to the problem, not all public school systems are safe places of learning. The seventh goal of the National Education Goals states that, by the year 2000,

...all schools in America will be free of drugs and violence and the unauthorized presence of firearms and alcohol, and will offer a disciplined environment that is conducive to learning.

In response to this goal, the United States Congress passed the Safe and Drug-Free Schools and Communities Act of 1994, which provides for support of drug and violence prevention programs. As part of this legislation, the National Center for Education Statistics (NCES) is required to collect data to determine the "frequency, seriousness, and incidence of violence in elementary and secondary schools."

NCES responded to this survey by commissioning the 1996-97 Principal/School Disciplinarian Survey on School Violence. The school violence survey was conducted with a nationally representative sample of 1,234 regular public elementary, middle, and secondary schools in 50 states and the District of Columbia. The survey requested information on four main topics:

- the incidence of crime and violence that occurred in public schools during the 1996-97 academic year;
- principal (or school disciplinarians) perceptions about the seriousness of a variety of discipline issues in their schools;
- the types of disciplinary actions schools took against students for serious offenses; and
- the kinds of security measures and violence prevention programs that were in place in public schools.

The type of criminal incidents that schools were asked to report included murder, suicide, rape, or other type of sexual battery, assault or fight with a weapon, robbery, assault or fight with a weapon, theft/larceny and vandalism. Physical attacks or fights without a weapon led the list of reported crimes in public schools with approximately 188,000 such attacks reported nationwide in 1996-97. In the same year, there were approximately 115,500 cases of theft/larceny, 98,400 cases of vandalism, 11,000 incidents of physical attacks or fights in which weapons were used, 7,150 cases of robbery, and 4,200 cases of rape/sexual battery reported.

Forty-three (43) percent of public schools surveyed nationally reported no incidents of crime in 1996-97, while 47 percent of the schools reported no violent crime, but at least one serious or nonviolent crime. Ten percent of schools surveyed reported at least one serious violent crime during the 1996-97 school year. Serious violent crime means that any one of the following crimes occurred at the school: murder, rape or other type of sexual battery, suicide, physical attack or fight with a weapon, or robbery. Less serious or nonviolent crimes include physical attack or fight without a weapon, theft/larceny, and vandalism.

Principals were also asked to report on the number of serious disciplinary problems in their schools, including:

- the possession or use of a firearm;
- the possession or use of a weapon other than a firearm;
- the possession, distribution, or use of alcohol or drugs, including tobacco; and
- physical attacks or fights.

Sixteen (16) percent of public school principals considered at least one of these discipline problems to be a serious issue in their schools in 1996-97 --- 43 percent reported that they had minor or no discipline problems and 41 percent reported a moderate, but no serious problem on at least one of these issues. The three other discipline issues most often cited by school principals as problems were student tardiness (40 percent), student class cutting (25 percent), and physical conflicts among students (21 percent). Physical conflicts among students were more likely to be reported as serious or moderate discipline problems in city schools than in rural schools (25 percent versus 14 percent).

Fifty-one (51) percent of elementary school principals in the NCES study reported that all or almost all of their teachers and staff were involved in violence prevention programs, compared to 40 percent of staff in middle schools and 26 percent of staff in high schools. Approximately 90 percent of schools reported having zero tolerance policies for firearms (91 percent), 88 percent had policies of zero tolerance for alcohol and drugs, 69 percent had a zero tolerance policy for violence, and 79 percent had a zero tolerance policy for tobacco.

The NCES national survey also asked school districts to report on the types of security measures used to ensure safety in school buildings. Ninety-six (96) percent of public schools reported that visitors were required to sign in before entering the school buildings. Eighty (80) percent closed campus for most students during lunch. Fifty-three (53) percent controlled access to the school buildings, and 24 percent controlled access to the school grounds. Nineteen (19) percent of school districts conducted random drug sweeps.

Finally, NCES rated school districts responding to the survey on the level of security in their school facilities. Two percent of schools had stringent security, defined as a guard present on a full-time daily basis, students passing through metal detectors daily, and/or being subject to random checks with metal detectors. Eleven (11) percent of schools had moderate security, which is defined as either a full-time or part-time guard and no metal detectors, but with controlled access to the school building. Eighty-four (84) percent of public schools included in the national survey were considered to have low security, which means no guards, no metal detectors, and minimal or no attempts on the part of the staff to control access to school buildings.

In 1996-97, the United States Department of Education released *Violence and Discipline Problems in U.S. Public Schools* --- a report examining five-year trends in public schools. The Department of Education found encouraging signs in the nation's poorest schools (those where 75 percent or more of the student population is living in poverty). Between 1990-91 and 1996-97, fewer principals reported problems in the following safety and discipline areas:

- physical conflicts among students (the percentage of students who cited this as a problem declined from 40 percent in 1990-91 to 29 percent in 1996-97);
- alcohol use among students (declined from 12 percent in 1990-91 to three percent in 1996-97);
- drug use among students (from 13 percent in 1990-91 to five percent in 1996-97);
- physical abuse of teachers (from six percent in 1990-91 to five percent in 1996-97); and
- verbal abuse of teachers (from 24 percent in 1990-91 to 13 percent in 1996-97).

As these areas improved, teachers apparently became more willing to show up for work. During the same five-year period, the percentage of principals who believed teacher

absenteeism was a problem in their schools fell from 33 percent in 1990-91 to 15 percent in 1996-97. Although problems in the nation's wealthiest schools (defined by the report as those with 20 percent or fewer of their students living in poverty) are minor in comparison to those in the poorest schools, school officials in wealthier communities still have reason for concern. The report shows growing percentages of principals in affluent schools indicate student tardiness and absenteeism, drug use, tobacco use, and verbal use of teachers are a problem.

The *Violence and Discipline Problems* report also found that principals in schools with minority populations of 50 percent or more reported improvements in several areas, including:

- student absenteeism (the percentage of principals who reported this as a problem dropped from 39 percent in 1990-91 to 35 percent in 1996-97);
- physical conflicts among student (dropped from 40 percent in 1990-91 to 31 percent in 1996-97);
- robbery or theft (dropped from nine percent in 1990-91 to seven percent in 1996-97);
- vandalism (dropped from 21 percent in 1990-91 to 16 percent in 1996-97);
- alcohol use (dropped from 11 percent in 1990-91 to three percent in 1996-97);
- trespassing (dropped from 12 percent in 1990-91 to seven percent in 1996-97); and
- physical abuse of teachers (dropped from three percent in 1990-91 to one percent in 1996-97).

The U.S. Department of Education's report brings encouraging news for the nation's urban schools, especially those schools in poor and high minority neighborhoods. Modest signs of progress are particularly evident because urban schools have focused intensely for several years on improving safety and discipline. Some urban school districts have developed programs to teach kids how to resolve conflicts, and others have installed high-tech security systems and hired experienced police officers to patrol the halls. Still other school districts have taken a zero-tolerance stance on school violence, expelling students for up to a year for violating weapons policies.

The Director of the Safe and Drug Free Schools Program at the U.S. Department of Education reports that it is often difficult to accurately gauge overall national improvement in school district crime and safety issues because the improvement is not evenly distributed throughout the country. Some school districts significantly improved, while others did not. The director adds that, over the years, schools have tried a number of strategies to improve discipline and make classrooms safer. In most cases, though, these strategies have been used in isolation, rather than joined and combined into one comprehensive effort. The challenge now, he states, is for schools to combine

prevention efforts, early intervention programs, law enforcement partnerships, and punishment programs into one full-scale initiative.

The *Violence and Discipline Problems* report also found a direct link between school size and discipline problems. Principals in schools of 1,000 or more students were more likely to site problems with students in areas such as physical conflicts, drug abuse, and verbal abuse of teachers, for example, than were principals of mid-size schools with student enrollments between 300 and 999. Between 1990-91 and 1996-97, the percentage of principals at large schools who identified these problems actually increased for several of the problem areas. Among principals of mid-size schools; however, the percentage citing these student problem areas decreased over five years in all categories except tardiness, drug use, and tobacco use. Another alarming trend for large schools is that the number of students who reported the presence of street gangs at schools has also increased over the same five-year period from 15 percent in 1990-91 to 28 percent in 1996-97.

Often, the best approach to reducing school safety and security problems is often a combination of strategies. In addition to developing crisis management plans, these strategies should include conflict resolution training, programs to build up and promote student self esteem, and stricter discipline measures. Stricter discipline measures include regular security patrols, camera surveillance systems, and uniform enforcement of the student code of conduct consistently throughout the school system.

Several questions on MGT's survey of Broward County School District administrators, principals, and teachers addressed safety and security issues.

- The first question presented the statement, "*Broward County Schools are safe and secure from crime.*" In response, 56 percent of administrators, 90 percent of principals, and 46 percent of teachers *agree or strongly agree*.
- In responding to the second statement "*Our schools do not effectively handle misbehavior problems,*" teachers differed most significantly from the opinions expressed by administrators. While 44 percent of central office administrators and 79 percent of principals *disagree or strongly disagree* with the statement, 52 percent of teachers *agree or strongly agree* that Broward County Schools do not effectively handle misbehavior problems.
- The third question presented the statement, "*There is administrative support for controlling student behavior in our schools.*" In response, 61 percent of administrators, 90 percent of principals, and 57 percent of teachers *agree or strongly agree*.
- In replying to the fourth question, "*In general, parents do not take responsibility for their children's behavior in our schools,*" 36 percent of administrators and 28 percent of principals *agree or strongly agree*, while 50 percent of teachers *agree or strongly agree* with the statement. The responses to MGT's survey suggest that the effectiveness of existing school discipline policies is an area of significant concern for many Broward County classroom teachers.

- When asked to evaluate the effectiveness of safety and security in the Broward County School District, 51 percent of administrators, 65 percent of principals, and 43 percent of teachers state the function is *adequate or outstanding*. This compares to 32 percent of administrators, 32 percent of principals, and 42 percent of teachers who state that the program *needs some improvement or major improvement*.

When these responses are compared with MGT's benchmark database of surveys completed in other school systems around the country, safety and security in Broward County rates about average.

- Fifty-eight (58) percent of administrators (polled separately in Broward County as principals and central office administrators, but combined for national comparisons) reported that the safety and security function in their district was *adequate or outstanding*, while 57 percent of Broward County administrators *agree*.
- Thirty-eight (38) percent of teachers nationally indicated that the safety and security function in their school district was *adequate or outstanding*, while 42 percent of Broward County teachers *agree*.
- Similarly, 67 percent of administrators in other school districts around the country *agreed or strongly agreed* with the statement that "*District schools are safe and secure from crime,*" while 70 percent of Broward County administrators *agree*. Forty (40) percent of teachers around the country also *agreed or strongly agreed* with the statement, while 46 percent of Broward County teachers *agree*.

Broward County administrators and teachers consistently reflect the national pattern of opinions concerning school discipline expressed by their counterparts in school districts around the country.

- Sixty-seven (67) percent of administrators from across the country *disagreed or strongly disagreed* with the statement, "*Our schools do not effectively handle misbehavior problems,*" while 59 percent of Broward County administrators *disagree or strongly disagree*.
- Fifty-three (53) percent of school teachers in MGT's national benchmark comparison database *agreed or strongly agreed* that their schools do not effectively handle misbehavior problems, while 52 percent of Broward County teachers *agree*.
- Eighty-four (84) percent of administrators in school districts around the country *agreed or strongly agreed* with the statement, "*There is administrative support for controlling student behavior in our schools,*" while 73 percent of Broward County administrators *agree*. Forty-nine (49) percent of teachers around the country also *agreed or strongly agreed* with the statement, while 57 percent of Broward County teachers *agree*.

- Broward County survey responses reflect national trends in replying to the statement, “*In general, parents do not take responsibility for their children’s behavior in our schools.*” Fifty-two (52) percent of administrators across the country *disagreed or strongly disagreed* with the statement, while 43 percent of Broward County administrators *agree*.
- Fifty-nine (59) percent of teachers across the county *agreed or strongly agreed* that parents do not take responsibility for their children’s behavior in school, while 56 percent of Broward County teachers feel the same.

The survey data also suggest that effective school discipline policies are a major concern of Broward County classroom teachers.

15.1 Safety

The Safety Section of the Broward County Risk Management, Safety, and Benefits Department provides overall safety inspection and loss control services for the Broward County School District. This section consists of nine employees, including the safety manager, three safety specialists who function as facility inspectors, one playground inspector, and four clerical personnel. The safety manager reports to the Director of the Risk Management, Safety, and Benefits.

CURRENT SITUATION

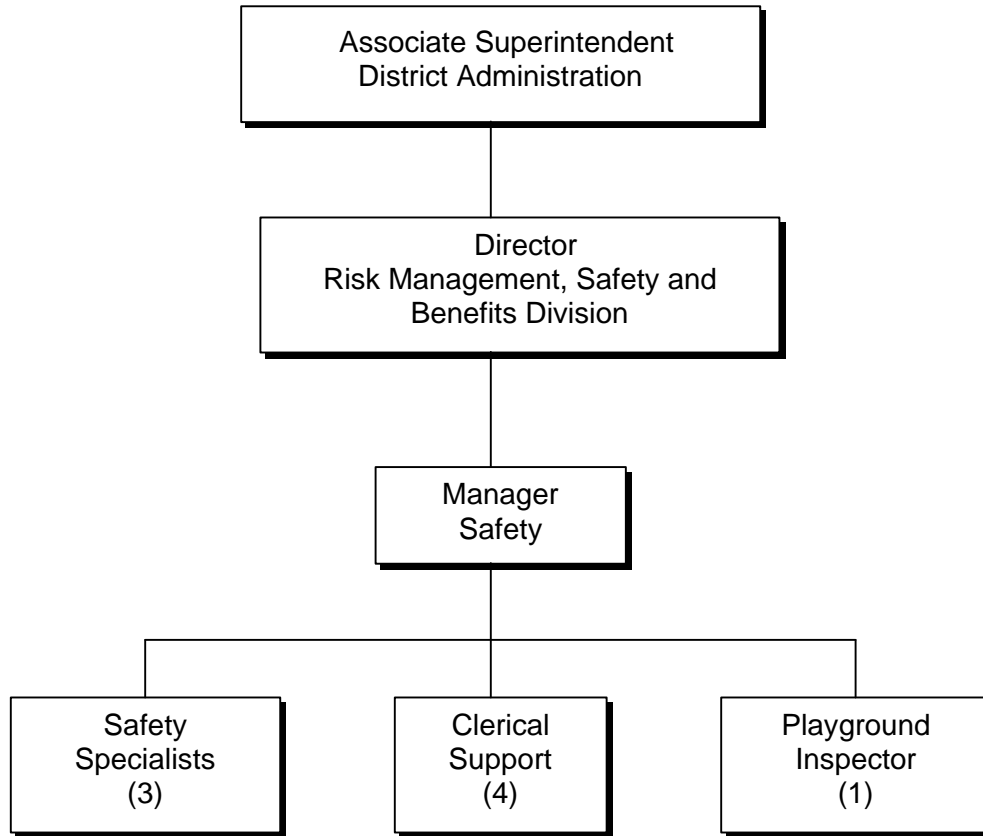
The Broward County Safety Manager “recommends and establishes measures to reduce or eliminate employee and student accidents, fire incidents, and health hazards in compliance with all local, state, and federal requirements for occupational and health safety.” This position is responsible for meeting local, state, and federal requirements for fire prevention. The safety manager must be certified as a fire inspector by the state of Florida and must maintain Florida Department of Education certificates in sanitation and casualty inspections. Requirements for the position include a bachelor’s degree in health and safety, safety engineering, or a related field, and eight years of progressive experience in safety and/or fire inspection.

Exhibit 15-1 shows the current organizational structure for the Broward County School Safety Department.

The job duties of the safety manager include the following:

- inspects or tours school district facilities to detect existing or potential accident and health hazards, and recommends corrective or preventive measures where indicated in accordance with State Department of Education regulations, Chapter 6A-176;
- formulates and recommends general safety policies and measures to be followed by students and employees;

**EXHIBIT 15-1
RISK MANAGEMENT, SAFETY,
AND BENEFITS DEPARTMENT
SAFETY SECTION
ORGANIZATIONAL CHART**



Source: Broward County School District, Risk Management, Safety, and Benefits Department, 1998.

- consults with all departments and programs on design and use of equipment, shops, fire prevention, and safety programs;
- identifies hazardous locations enroute to and from school or school bus stop;
- periodically inspects all vehicles and equipment operated by School Board employees to evaluate their condition and recommend the correction or any unsafe conditions identified;
- maintains a record regarding the incident and severity rate for accidents and health hazards and provides a report monthly, quarterly, and annually;
- investigates all accidents, fire incidents, bomb threats, accident claims, accidental injuries, and/or health hazards involving students,

employees, and/or equipment to determine cause; cooperate in the preparation of material and evidence for school district use in hearings, law suits, and insurance investigations;

- prepares the annual Health/Safety/Sanitation reports for transmission to the State Department of Education and to the Director, Facilities, for inclusion in the project priority list for capital outlay funding;
- devises, supervises, and coordinates training programs or media which will increase proficiency in safe practices and promote safety consciousness and fire prevention;
- represents the school district in community safety groups, county organizations, and programs;
- liaisons with Broward County Emergency Services in providing mass care shelters in school buildings and in opening school facilities as emergency shelters in the event of major disasters, such as hurricanes and floods; and
- responds to emergencies and disasters listed above and coordinates school shelter operations with the County and the American Red Cross.

Exhibits 15-2 provide budget information for the Broward County Safety Section operations for the 1996-97 through 1998-99 school years. The Safety Section's annual operating budget is a small percentage of the total annual operating budget of the entire Risk Management, Safety, and Benefits Department. As discussed earlier in Chapter 4.0, the proposed organizational chart of the Broward County School District, shows that the Safety Section be relocated as part of the Risk Management and Safety Department under the new Deputy Superintendent of Operations.

**EXHIBIT 15-2
SAFETY DEPARTMENT
OPERATING BUDGET
1996-97, 1997-98, AND 1998-99**

BUDGETED ITEMS	1996-97	1997-98	1998-99
Salaries	\$275,000	\$290,000	\$300,000
Fringe Benefits	77,000	81,200	84,000
Repairs and Maintenance	10,000	11,000	12,000
Equipment Rental	8,500	10,000	11,000
Printing	3,000	4,000	4,500
Supplies	3,500	4,500	5,000
Furniture, Fixtures, and Equipment [more than \$750]	12,000	13,000	14,000
Professional Dues and Registration	550	675	700
TOTAL	\$389,550	\$414,375	\$426,200

Source: Broward County School District, Risk Management, Safety, and Benefits Department, 1998.

FINDING

One of the most important responsibilities of the Broward County Safety Section is to complete an annual fire, sanitation, and casualty (loss, liability, and risk reduction and control) inspection of all school district facilities and administrative offices in the county. The Florida Department of Education's State Requirements for Educational Facilities (Section 6A-2.0111, Chapter 4, Section 4.4) has the following requirements pertaining to school safety inspections:

- **Fire Safety Inspectors** Fire safety inspectors must be certified by the state of Florida, Department of Insurance, Division of the State Fire Marshal. The School Board must ensure that every building on each site within its jurisdiction, whether owned, leased, or leased-purchased, receives an annual comprehensive fire safety inspection, and that reports are kept on file in school district offices;

- **Sanitation and Casualty Safety Inspectors (SCSI)** Each school district must secure the services of a SCSI to provide annual sanitation and casualty safety inspections of existing facilities to determine compliance with the Uniform Building Code (UBC). The board shall insure that every building on each site within its jurisdiction, whether owned, leased, or lease purchased, receives an annual comprehensive, sanitation, and casualty safety inspection conducted by an inspector, and that reports are kept on file in Board offices. Duties, as assigned by the Board, include, but not be limited to the following:
 - **Annual Inspection** Annually inspect the Board's facilities for compliance with the UBC for existing facilities.

 - **Maintain Records** Keep a file in the administrator's office of inspection reports for each facility.

 - **Non-Compliance Notification** Notify the immediate supervisor, in writing, if a condition or procedure is observed to be incompatible with the UBC.

 - **Facility Operation** Participate in the instruction of all concerned facility staff on the operation of all life-safety facilities of the facility.

- **Other Inspections as Required By Code or Law** Provide periodic inspections by certified inspectors of fire alarms, fire sprinklers, fire extinguishers, bleachers, and other equipment, as required by law, rule, or code.

The Safety Unit has three safety specialists, who are cross trained and certified by the state of Florida in fire, sanitation, and casualty inspections. The goal of staff is to complete a minimum of one inspection at each school district facility in Broward County School District annually. As the staff is cross trained in a variety of inspection

procedures, fire, sanitation and casualty inspections are completed at one time during a single visit to each school facility.

The Broward County Schools Safety Section is recognized as a statewide technological leader in the field of school inspections because the staff has developed an easy-to-use barcoded inspection form which greatly simplifies the inspection process. The standard inspection form contains an individual bar code for each type deficiency requiring corrective action that may need to be addressed in an inspection report. Examples of the types of inspection deficiencies on the inspection report form that have their own specific bar code entry include:

- repair torn carpet
- repair light fixtures
- repair loose glass
- repair ventilation system
- install device to prevent door slamming
- remove exit obstructions
- install illuminated exist sign
- replace exit sign
- install directional exit sign
- repair ceiling
- repair stairs
- remove/replace key deadbolts
- install smoke detectors/ smoke doors
- replace discharged fire extinguisher
- install fish numbers (room identification code numbers)
- remove door stops
- install light covers
- post capacity sign
- label containers
- install battery lighting
- remove improperly stored chemicals
- provide metal can for rag storage

Safety specialists complete an inspection by using a bar code wand that is attached to a small portable handheld computer. As each facility's safety inspection begins, the safety specialist enters an individual code number for the facility into the computer and the date of the inspection. The safety specialist enters each room in the school. As a deficiency is spotted, the specialist enters the individual code assigned to the school room visible into the computer, and then runs the bar code wand reader along the bar code entry that refers to the inspection deficiency on the general inspection form. The computer automatically lists this inspection deficiency as an item to be addressed in the complete inspection report.

Once the safety specialist returns to the office, he or she is able to quickly generate a complete inspection report for the entire school facility that includes at minimum a detailed list of:

- deficiency description and corrective action required;

- the estimated cost of correcting the deficiency (based on a set schedule of estimates furnished by maintenance staff from the Broward County Schools Facilities Division);
- type of deficiency and appropriate personnel to make repairs or corrections (Safety specialists use a coding system with three alternatives: M=facility maintenance staff; O=occupant, such as principals and school janitorial staff; C=capital improvements allocation required);
- number of times the deficiency has been cited previously; and
- a scheduled date for correction.

When it was originally implemented approximately five years ago, the Safety Unit's bar code inspection reporting system was the first to be used by a school district or any other public entity in the state of Florida. The bar code inspection system continually attracts the attention of other school districts, counties, and municipalities throughout the state of Florida and from across the country. The Safety Manager receives frequent calls from other public entities requesting information on the system, but to his knowledge, the bar code inspection system is not in general use in any other school district. The bar code system has significantly reduced the amount of paperwork and the length of time required for security specialists to complete inspections, and has made annual safety inspections an achievable and realistic goal.

The most common type of information request that Broward receives from other public entities regarding the bar code inspection system comes from other Florida county school districts with a significantly smaller total student enrollment than Broward County. Such districts have a smaller number of total school facilities that would require annual safety inspections. School districts that call the safety manager to request information are often curious about the various types of new technology that other school districts in Florida are implementing, but there is no indication that they are planning to immediately implement a new system.

COMMENDATION

The Broward County School District Safety Section is commended for developing and implementing a technologically innovative bar code inspection reporting system that has reduced the amount of paperwork and time required for school safety inspections, and has made the process very efficient and effective.

In the course of a walk through school safety inspection, the hand held bar code program scanner serves as a useful tool for the safety specialist in recording the various safety code deficiencies that are discovered in each part of the school facility. In conducting this visual safety assessment, the specialist also closely looks for any type of life threatening or unusual safety problem and reports imminent threats to be addressed immediately.

FINDING

The Risk Management, Safety, and Benefits Department's Safety Procedures Manual includes several inspection program procedures. The Safety Section must establish an annual calendar for scheduling all inspections prior to the month of May of each school year. The Safety Section uses the following procedures:

- safety specialist (inspector) meets with the Principal/Department Head to discuss the inspection process and proceeds with the inspection;
- when the inspection is completed, the safety specialist (inspector) meets with the principal/department head to discuss any violations or concerns that were noted during the inspection;
- the inspection report is printed and returned with an instruction sheet to the school to obtain the signature of the principal/department head; and
- a report of new violations is sent to the Comprehensive On Line Maintenance Purchasing and Stores System (COMPASS) in the Facilities Maintenance Department. This automated software system generates numbers and assigns work orders to maintenance staff to correct the deficiencies found at the facility.

When the inspections have been completed and accepted by the school board the documents are assembled and distributed to the:

- State Fire Marshall's Office;
- Facilities and Management Department; and
- District Maintenance Department.

In a memorandum sent to area superintendents and principals that was issued in May 1998, the Broward County Superintendent clarified accountability and reporting relationships for the school safety inspection process. The previous memorandum had been issued eight years ago and the implementation of the COMPASS system had made the previous directive outdated. In issuing this memo, the Superintendent also made respective area directors and school principals aware that they are expected to be committed and involved in annual school safety inspections.

Please advise each of the principals in your area of the following procedural change in addressing the corrections and violations in their annual comprehensive safety inspection report:

Effective July 1, 1998, the Risk Management, Safety, and Benefits Department will deliver to the school principal a copy of their annual comprehensive safety inspection report. A copy will also be provided to the area director. Upon receiving the inspection report, the principal must initiate the following actions:

1. *Sign and date the last page attesting to their receipt of the inspection report.*
2. *Review with their staff the violations listed on the inspection report with an "O" under the column titled "Type of Deficiency." These violations must be corrected by the school staff.*
3. *Initiate COMPASS work orders (within one week of receiving the inspection report) for all violations that are coded for maintenance and safety to life issues.*
4. *Monitor the completion of staff repairs and work orders.*
5. *Advise the respective area director of the status of the corrections.*

While Broward County School District safety specialists state that this recent memorandum from the Superintendent has increased focus on correcting safety deficiencies, the existing level of attention given to correcting school safety deficiencies remains inconsistent throughout the district and varies from school facility to school facility. Reportedly, specialists continue to be concerned about the level of attention given to correcting school safety deficiencies highlighted in the annual safety inspection report. This often varies significantly from school principal to school principal.

Broward County principals and central office administrators take immediate action to correct urgent life threatening safety problems in their schools. In Broward County school facilities; however, it is common for safety specialists to report less serious safety deficiencies over and over again each year and have principals take little corrective action. Safety specialists maintain detailed safety inspection records for all schools in Broward County. The records show that it is common for the same type of less serious safety deficiencies to be included in a school's safety inspection report for up to five years before it is corrected.

Safety specialists report that certain types of safety violations or deficiencies often go uncorrected and are repeatedly noted in safety inspections year after year. These are often minor types of school safety problems that can be easily corrected by the school's janitorial staff or district maintenance personnel.

The level of attention devoted to addressing school safety problems often varies from school to school in Broward County. Apollo Middle School is one example of a school where the same safety deficiency was repeatedly identified in safety inspections over a five-year period. At Apollo Middle School, the 1998 annual safety inspection recommends that district maintenance staff install smoke detectors in a certain section of the school. The report shows that this deficiency has been identified six times in safety inspections from 1992 through 1998, and has yet to be corrected. It is each school principal's responsibility to ensure that safety deficiencies are corrected, although no type of penalty exists if a principal fails to correct the identified problems.

MGT consultants reviewed a representative sample of annual safety inspection reports from 10 Broward County high schools, 12 Broward County middle schools, and 15 Broward County middle schools. MGT found that at each school, on average, the

following safety deficiencies were reported somewhere in the school facility during at least two previous safety inspections, and had not been corrected:

- replace exit signs;
- install smoke detectors;
- install fume/dust ventilation;
- repair ceilings;
- repair walls;
- install sign for emergency escape;

MGT found that the need to install smoke detectors in at least one area of the school facility is an item that was routinely included in each school facility safety inspection report that we examined. At Boyd Anderson High School, for example, the 1998 annual safety inspection report shows that installing smoke detectors in a certain location at the school was reported in five previous safety inspection reports. And, at Atlantic West Middle School, the 1998 annual safety inspection report that the need to install smoke detectors in one area of the school was reported in four previous inspection reports.

It should be noted that Broward County Schools safety specialists function in a risk management advisory capacity only to fulfill the state of Florida's requirements that each school facility be inspected annually. They have no authority to require school administrators to correct the safety problems identified in the inspections.

RECOMMENDATION

Recommendation 15-1:

Enforce the district policies and procedures and correct all deficiencies highlighted in each school facility's annual safety inspection report within a reasonable time frame uniformly throughout the Broward County School District.

Safety deficiencies should be corrected promptly to reduce the school district's potential risk of liability for employee and student injuries and accidents. Area directors must hold principals accountable for correcting deficiencies which are cited through the annual evaluation process.

IMPLEMENTATION STRATEGIES AND TIMELINE

1. The Superintendent should issue a follow-up memorandum emphasizing the importance of annual school facility safety inspections and enforcing the district's existing procedure for principals and area directors issued in May 1998. The memorandum should instruct principals to correct safety deficiencies as soon as they are identified and reported by safety specialists. May 1999

2. The Superintendent and area directors should incorporate the correction of annual safety inspection deficiencies as a component of each school principal's annual job evaluation. July 1999

FISCAL IMPACT

There is no additional cost associated with this recommendation beyond the cost of repairing deficiencies using available funds. This has been an ongoing responsibility of school principals for many years, although no effort has been made in the past to hold principals accountable for correcting safety deficiencies throughout the school district.

FINDING

During site visits to various Broward County school facilities, MGT consultants observed that there is an overall lack of coordination in the process of generating work orders from school facility safety inspection reports. Although it takes a relatively short time for a safety specialist to complete a school facility's safety inspection and produce a printed inspection report, the specialist often waits until a large group of school safety inspections are completed before repair work orders are produced. The safety specialist sends completed school inspection reports to the Facility Maintenance Department's Comprehensive On-Line Maintenance Purchasing and Stores System (COMPASS) to generate numbered inspection work orders to repair safety deficiencies. The work orders are issued to facilities maintenance staff, who complete the repairs as soon as possible with existing resources.

Facilities maintenance staff indicate that some specialists submit inspection reports together in bulk once or twice a year to be converted into numbered work orders. This delay often creates pressure for maintenance staff to complete a large volume of safety repairs within a short time frame, making their workload and schedules less manageable. The Safety Manager and the Supervisor of Workload and Systems Maintenance report that the process of generating facility improvement work orders through the COMPASS system is an ongoing coordination challenge for both departments. Records maintained by the Safety Manager and the Maintenance Department show that there have been at least two instances within the last five years when COMPASS system work orders have been delayed because safety inspectors failed to submit individual school safety reports on time.

During site visits to the Safety Department, MGT consultants found evidence that school safety inspection reports submitted weekly by inspectors are stored in stacks of 50-100 reports for up to a month at a time before they are processed by the COMPASS system as facilities work orders. Documentation maintained by the Safety Department shows that Facilities Maintenance staff has no system in place for routinely tracking work orders once they are generated to assure the work is completed. Facilities Maintenance also has no system in place to assure that work orders accurately match the safety deficiencies highlighted in inspection reports.

The Supervisor of Workload and Systems Maintenance has become more actively involved in the quality control process for the COMPASS system. Maintenance Department records show that in the past it has been an ongoing problem for maintenance staff to accurately track work orders once they are issued and assure that corrective maintenance tasks are completed within a reasonable time frame. The Safety Manager and the Supervisor of Workload and Systems Maintenance reported that continued attention to quality control and submitting school safety reports promptly is essential for the continued success of the COMPASS system.

RECOMMENDATION

Recommendation 15-2:

Submit school safety inspection reports as soon as they are completed to the COMPASS system throughout the year to quickly generate numbered work orders for facilities maintenance staff.

It is much easier for maintenance staff to manage their schedules and to make repairs if safety specialists submit school safety inspection reports to the COMPASS system to convert into work orders as soon as the inspections are completed. The operational performance of the COMPASS system should be annually evaluated in order to ensure that the system is producing work orders for facilities maintenance staff in a timely manner. A tracking and monitoring system should be developed to ensure that work orders accurately match the safety deficiencies highlighted in school inspection reports so that school safety deficiencies are more readily corrected. In addition, an annual evaluation and assessment of the COMPASS system's efficiency should be conducted.

IMPLEMENTATION STRATEGIES AND TIMELINE

- | | |
|---|-----------|
| 1. The Safety Manager should issue a memorandum to safety specialists directing them to submit school safety inspection reports to the COMPASS system immediately after they are completed. | May 1999 |
| 2. The Safety Manager and officials from Facilities Maintenance should develop a cooperative tracking and monitoring system to ensure that a work order is promptly generated to accurately match each safety deficiency highlighted in school safety inspection reports. The monitoring system should also verify that the work order is completed to correct each safety deficiency in a reasonable time frame. | June 1999 |
| 3. The Safety Manager and officials from Facilities Maintenance should initiate an annual evaluation and assessment of the COMPASS software system in order to ensure that it is performing at peak efficiency. | July 1999 |

FISCAL IMPACT

There is no cost associated with this recommendation. The focus of the recommendation is to improve the efficiency and effectiveness of the annual school safety inspection process.

FINDING

Through its Safety Section, the Risk Management, Safety, and Benefits Department has developed a number of types of extensive and very detailed Risk Management and Safety manuals to serve as safety benchmarks and standard procedures for all Broward County School District facilities. The Safety Section has produced four main types of safety manuals:

- *Play It Safe: Risk Management, Safety, and Benefits*
- *Risk Management/Safety Procedures Manual*
- *Broward County Schools Playground Handbook*
- *Risk Management and Safety Emergency Preparedness Program*

The *Play It Safe Manual* is a standard workplace safety guide and accident prevention policy handbook for the Broward County School District. The manual includes the following sections:

- Management Commitment and Involvement (policy statement, goals and objectives, responsibilities)
- Safety Committees (meetings, functions and responsibilities)
- Safety and Health Training (safety orientation, job specific training, checklist)
- First Aid Policy (first aid facility, procedures in medical emergencies, first aid training)
- Accident Investigations (accident investigation procedures, accident investigation report, instructions for completing accident reports)
- Record Keeping Procedures (procedures, access to records)

The *Risk Management, Safety, and Benefits Procedures Manual* primarily includes a detailed description of standard procedures to follow in dealing with chemicals and hazardous materials, and in assessing safety issues. This manual includes detailed emergency procedures, which address the following situations:

- bio-hazardous waste
- check procedures
- disposal of chemicals
- drug and alcohol testing
- emergency preparedness
- environmental compliance
- hazardous communication
- hazardous walking
- indoor air quality
- inspections program
- licensures/permits
- motor vehicle records
- student accident
- vehicle accident
- workers' compensation
- notice of intent
- summons/complaints

The *Broward County Schools Playground Handbook* establishes standards for school staff to use in the construction, use, supervision, maintenance, and inspections of outdoor playground facilities. The handbook includes the following sections:

- Introduction

- Equipment (general requirements, specific pieces of equipment, unapproved equipment, state requirements for educational facilities, accessibility to the disabled)
- Installation Requirements (location, anchorage, surfacing, playground border, orientation, installation requirements, installation procedures)
- Playground Rules
- Playground Supervision-General Requirements
- General Requirements for Playground Maintenance
- Playground Inspection By School Personnel
- Maintenance Procedures

The Safety Section has also developed an *Emergency Preparedness Program Manual* which provides an extensive list of the proper procedures to follow in the event of emergencies and other natural disasters. The manual addresses the following topics:

- Emergency Procedures (after hours emergency notification, bomb threat emergency evacuation, chemical/spill emergencies, computer emergencies, fire emergencies, gas leak emergencies, major utility failures, medical emergencies, and tornado emergencies);
- Hurricane Procedures (shelters, maintenance, facilities, education technology services, transportation procedures);
- Emergency Center Information (north area shelters, central area shelters, south area shelters, special care shelters); and
- Damage Assessment Procedures (post storm procedures, post storm-district administration procedures).

These manuals provide very extensive, thorough, and detailed written policy information for Broward County school administrators and school staff to follow in the event of emergencies or major disasters, and for safety and accident prevention. The Safety Section has created very detailed reference sources for the benefit of all school personnel.

Safety department staff know that the manuals are being used as a working resource because they frequently receive questions from school employees throughout the county regarding the proper procedures and steps outlined in the manuals for safety and accident prevention. In addition, during a school's annual safety inspection, safety specialists are required to verify that all safety manuals are displayed in a convenient reference location for school employees. Specialists also interview a cross section of school employees to verify that the employees have received training in proper safety and accident prevention procedures as outlined in the manual.

COMMENDATION

The Safety Section is commended for developing thorough, extensive, and detailed manuals for Broward County School District personnel to use in the event of emergencies and natural disasters, and for safety and accident prevention.

FINDING

The Broward County School District's *Play It Safe Risk Management, Safety, and Benefits Manual* includes the district's policy on establishing Site Safety Committees, based on Florida State Statutes 440 and 442. Site safety committees:

- promote safety awareness and co-worker participation through continuous improvement's to the organization's safety program;
- review and update workplace safety rules based on accident investigation findings, self-inspection audits, and reports by employees of unsafe conditions or work practices;
- monitor safety and education training programs for all employees;
- evaluate recordkeeping procedures to ensure that accident and injury records are controlled and properly maintained, are reviewed for trends and patterns and that corrective action is implemented successfully;
- assist in the practice of emergency drills and actual emergency evacuations;
- make at least one safety inspection every six months of plant facilities and grounds for new health and safety problems;
- provide safety orientations to all new employees and orientation to the "Worker's Right to Know Program";
- make formal safety presentations to all employees twice a year;
- maintain a site safety bulletin board;
- maintain a formal safety file at the site for review by visiting staff members and safety inspectors; and
- take or recommend actions to have unsafe conditions and acts either removed or brought under control.

One exception to the above policy is that at select locations (such as Kathleen C. Wright Administrative Building, Sailboat Bend Complex, and Educational Technology Services), the site administrator must coordinate the safety activities of the site safety committee with all departments at that location.

The policy also specifies a recommended composition for site safety committees:

- School Site (Elementary and Secondary – Middle and High)
 - Site Safety Chairperson
 - Teacher Representative
 - Physical Education Representative
 - Food Service Representative
 - Custodial Representative
 - Science Department Representative (Secondary Schools only)
 - Vocational Industrial Educational Representative (Secondary Schools only)
 - Community School Representative (when applicable)
 - Exceptional Student Representative (when applicable)
 - Representative from one of the following:
PTA, PTO, PTSA, Parent Advisory, or School Improvement Team

- School Sites (Vocational, Technical Centers, and Skills Centers)
 - Site Safety Chairperson
 - Custodial Representative
 - One person representing each department
 - Teacher Representative
 - Minimum of Four --- Maximum of Eight Members
 - Representatives from one of the following:
PTA, PTO, PTSA, Parent Advisory, or School Improvement Team

- Administrative and Support Service Sites
 - Site Safety Chairperson

 - Minimum of two Safety Committee members, including the Site Safety Chairperson, at the discretion of the Site Administrator

 - For sites with large groups, for example, Transportation Department, Maintenance Department, a minimum of eight Safety Committee members is recommended.

Each Broward County school has a functioning school safety committee that meets on a monthly basis. Safety department staff report that the committees greatly assist their work by bringing urgent safety concerns to the attention of school officials. Parent representatives on the committees are often very successful in highlighting safety problems for school principals to take corrective action.

COMMENDATION

The Broward County School District is commended for establishing effective site safety committees for each worksite.

FINDING

One of the Safety Manager's most important job responsibilities is to evaluate each elementary and secondary school site for traffic problems and safety hazards in bus loading and unloading zones. This task is accomplished in a variety of ways. The manager makes regular visits to elementary and secondary schools and remains in close contact with school principals and school safety committees to alert him to any problems. The Safety Manager instructs safety specialists to assess patterns of traffic flow and potential safety problems in bus loading and unloading zones at each school as a part of their annual safety inspection visits. The manager spends a great deal of time visiting schools and meeting with principals and parents who are concerned about safety problems in bus loading and unloading zones. Safety Department staff also participate in instructional workshops for school crossing guards prior to the start of each school year, and alert crossing guards to various safety issues at each school during the course of the year.

Another important mechanism used by the Safety Manager to maintain awareness of upcoming traffic developments related to the school district is the Parent Safety Committee. The Parent Safety Committee was created approximately 20 years ago by the Broward County School Board and meets monthly. The membership of the committee includes:

- a representative of the Florida Department of Traffic;
- two representatives from Broward County Government Traffic Engineering;
- three school parent representatives, geographically distributed from throughout the Broward County School District (one from the central area, one from the north area, and one from the south area of the district);
- a representative from the district PTA; and
- two school safety representatives (including the safety manager).

The Parent Safety Committee performs a number of tasks during its regular meetings. The Broward County Government's Traffic Engineering Department is required to review all school building plans as they are submitted and to provide comments on how the building projects would affect traffic flow patterns in school areas, particularly near bus loading and unloading zones. Traffic engineering representatives bring all plans that may have an impact on school facilities to the attention of the Parent Safety Committee and incorporate the committee's views into their own findings and recommendations. In addition, traffic engineering representatives from Broward County and the state of Florida provide regular updates for the committee on highway construction and improvement projects that may have an impact on school facilities.

The Parent Safety Committee reviews the various complaints related to traffic and parking that have been received from elementary and secondary school principals, school staff, and the general public. The committee assists school district safety staff in addressing how problems can be solved efficiently. The committee also listens to the

general concerns of parent representatives and the district PTA representative on the committee related to school traffic safety.

COMMENDATIONS

The Safety Department is commended for establishing and maintaining the Parent Safety Committee as an effective mechanism for safety staff to keep informed of ongoing building construction and road improvements that affect school traffic flow.

The Safety Department is also commended for using the Parent Safety Committee as a forum to solicit community involvement in solving school safety problems.

FINDING

Another major area of responsibility for the Safety Manager is accident investigation. The *Play It Safe: Risk Management, Safety, and Benefits Manual* describes the detailed accident investigation procedure:

Accident investigations will be performed by the immediate supervisor to identify casual factors contributing to the accident and to initiate measures to prevent similar incidents from recurring. The supervisor will routinely investigate all work related accidents and injuries and file an accident investigation report specifying the corrective action or interim measure taken. The report will include:

- *the date and time of the accident, the nature of the injury or damage, and the name of the employee or student involved in the accident; and*
- *a brief detail of the accident including what work was being performed, what materials or equipment were involved, and what conditions such as housekeeping, weather, etc., which may have been contributing factors.*

All work-related accidents and injuries requiring minor first aid treatment must be reported to the Safety Program Coordinator within 24 hours of the accident. Employee and student accidents resulting in medical treatment or possible work days lost, shall be reported. Employee accidents resulting in serious injury or death must be reported immediately to the Safety Program Coordinator and to the immediate supervisor.

Accident investigation reports shall be completed by the supervisor according to the accident investigation procedures and returned to the Safety Program Coordinator. The accident report will be reviewed at the next safety committee meeting.

An accident investigation is not designed to find fault or place blame but is an analysis of the accident to determine cause. For student or employee accidents, the form asks for information concerning:

- *what, where, when, how, and why the accident happened;*
- *nature of the injury;*
- *part of the body affected;*
- *treatment administered; and*
- *all conditions or acts which contributed to the accident, including unsafe physical conditions, unsafe work practices, and casual factors, such as events leading up to and including the accident.*

The on-site investigator shall determine if any additional safety measures and workplace safety training should be implemented to prevent this particular type of accident in the future. Management shall insure that corrective actions are taken and that control measures are implemented.

The Safety Manager's role in the accident investigation process is primarily concerned with student accidents. The Safety Department receives all student accident reports as they occur, while employee accident reports are sent to workers' compensation personnel in another unit of the Risk Management, Safety, and Benefits Department. The Safety Manager does not routinely become involved in employee accident investigations unless he receives a request from workers' compensation personnel to investigate a particular case.

In the event of a student accident, the Broward County School District's standard policy is to rely on the judgement of the on-site school administrator. The Safety Manager conducts an investigation of the accident. The Safety Section receives monthly student accident reports from all school facilities in the Broward County School District, and maintains files of student accident reports for at least three years for Occupational Safety and Health Administration (OSHA). The Safety Section recently created an AS/400 computer program to allow all elementary and secondary schools to electronically file and transmit school accident reports to the Safety Section. The computer program goes on-line at all schools for regular use in January 1999.

COMMENDATION

The Safety Department is commended on implementing a computer software program that allows for the efficient and effective reporting of student and employees accidents in the workplace. The department is also commended for providing effective training in accident reporting procedures for school administrators.

The Safety Section meets all state reporting requirements for accident and injury prevention and participates in periodic audits conducted by the Occupational Safety and Health Administration (OSHA).

FINDING

The Florida Department of Education's State Requirements for Educational Facilities (Section 6A-2.0111, Chapter 5, Section 5.2) includes the following uniform life safety code requirements:

All new construction and existing buildings owned by a board, being remodeled or renovated, shall comply with the National Fire Protection Association (NFPA) 101 Life Safety Code, other building codes and standards identified in state and federal laws and rules, and these state requirements for educational facilities:

- **Means of Egress.** *Every occupied space shall be arranged, constructed, equipped, maintained, and operated so as to permit prompt egress in case of fire or other emergency.*

- **Means of Egress/Remodeling or Renovations.** *Remodeling or renovations in existing facilities shall not reduce the means of egress below the requirements for new buildings; new construction (additions) shall not block or reduce safe means of egress from existing structures. Renovations shall not reduce the fire resistance of existing exit corridors, and the exit path shall be marked with exit signs as appropriate. When renovating or remodeling existing buildings, safe means of egress from a student occupied space may be accomplished by one of the following:*
 1. *Provide doors leading from student occupied spaces directly to the exterior;*
 2. *Provide complete automatic sprinkler protection of the entire building;*
 3. *In renovations, provide minimum one-half (1/2) hour fire-resistance rated corridors leading to approved exits, and provide emergency rescue windows from each student-occupied space; and*
 4. *In remodeling, provide minimum one (1) hour fire resistance rated corridors leading to approved exists and provide emergency rescue windows from each student-occupied space.*

In the course of interviews and site visits, MGT consultants found that Broward County School District Safety staff frequently do not have an adequate period of time to fully comment on site plans for proposed school facilities and renovations early in the review process. Safety staff need to have an opportunity for comment much earlier in the process.

One major concern of the safety staff is that they frequently submit comments after the major architectural design and blueprint documents have been completed. At this point, it is often too late to correct major safety concerns at the design stage. As a result, the

school district must address these concerns later in the construction process, when they are much more expensive to correct.

The concerns of safety staff need to be incorporated as a standard component of the architectural specifications of all building design contracts. This approach would ensure that the safety department's major areas of concern are addressed early in the design process by architects before the final architectural blueprints are completed.

RECOMMENDATION

Recommendation 15-3:

Incorporate the Safety staff's recommended list of minimum school facility safety standards as a required component of architectural design specifications for all new and renovation construction projects prior to the bidding and award of any contracts.

Safety Section personnel should be included as participants early in the facility design process prior to the development of final design blueprints and specifications. Facilities management capital projects staff should incorporate the Safety Section's major list of school facility safety concerns as a standard component of all capital construction project design specifications for school facilities.

IMPLEMENTATION STRATEGIES AND TIMELINE

- | | |
|--|--------------------------------------|
| 1. The Safety Manager should work with officials in the Facility Management Department to incorporate the standard list of school safety facility issues as a component of all project design specifications. | May 1999 |
| 2. The Safety Manager should be included as a member of the facility design and project review team so that safety staff input can be provided early in the process before architectural design contracts are bid and awarded. | Commencing in Summer 1999
Ongoing |

FISCAL IMPACT

There is no cost associated with the recommendation. The tasks in the recommendation can be accomplished using existing personnel and resources within a reasonable time frame.

15.2 Security

The Broward County School District, like many large school districts throughout the nation, has significantly increased its number of programs dealing with prevention, intervention, and enforcement as a result of the increasing concern over public safety and violence in the schools. Generally, prevention programs implemented by schools or communities are established to prevent or reduce crimes and discipline problems on or near school campuses. Discipline management policies and alternative programs are the focus of many intervention programs.

15.2.1 Office of Professional Standards

The Broward County School District relies on its Office of Professional Standards and the Special Investigative Unit (SIU) as its official law enforcement/investigative section for the school district. Exhibit 15-3 contains an organizational chart of the Office of Professional Standards and the Special Investigative Unit (SIU). The Office of Professional Standards and SIU function as two distinct and separate units, although the Chief of SIU reports directly to the Director of the Office of Professional Standards. On a routine administrative basis, the director is primarily concerned with professional standards investigations and activities, while the Chief of SIU oversees the security functions provided by his staff. (Note: As discussed earlier in Chapter 4.0 in the District Management Section, the Office of Professional Standards and SIU should be transferred to the Deputy Superintendent for Operations.)

The Office of Professional Standards coordinates evaluations and internal investigations of teachers and other district personnel as appropriate when these personnel are alleged to have committed actions in violation of the professional practices of the state of Florida Department of Education. SIU provides direct assistance to schools and facilities to improve student/staff safety and security through law enforcement services, and crime, delinquency prevention, and intervention programs designed to reduce criminal activity and violence in the schools and communities.

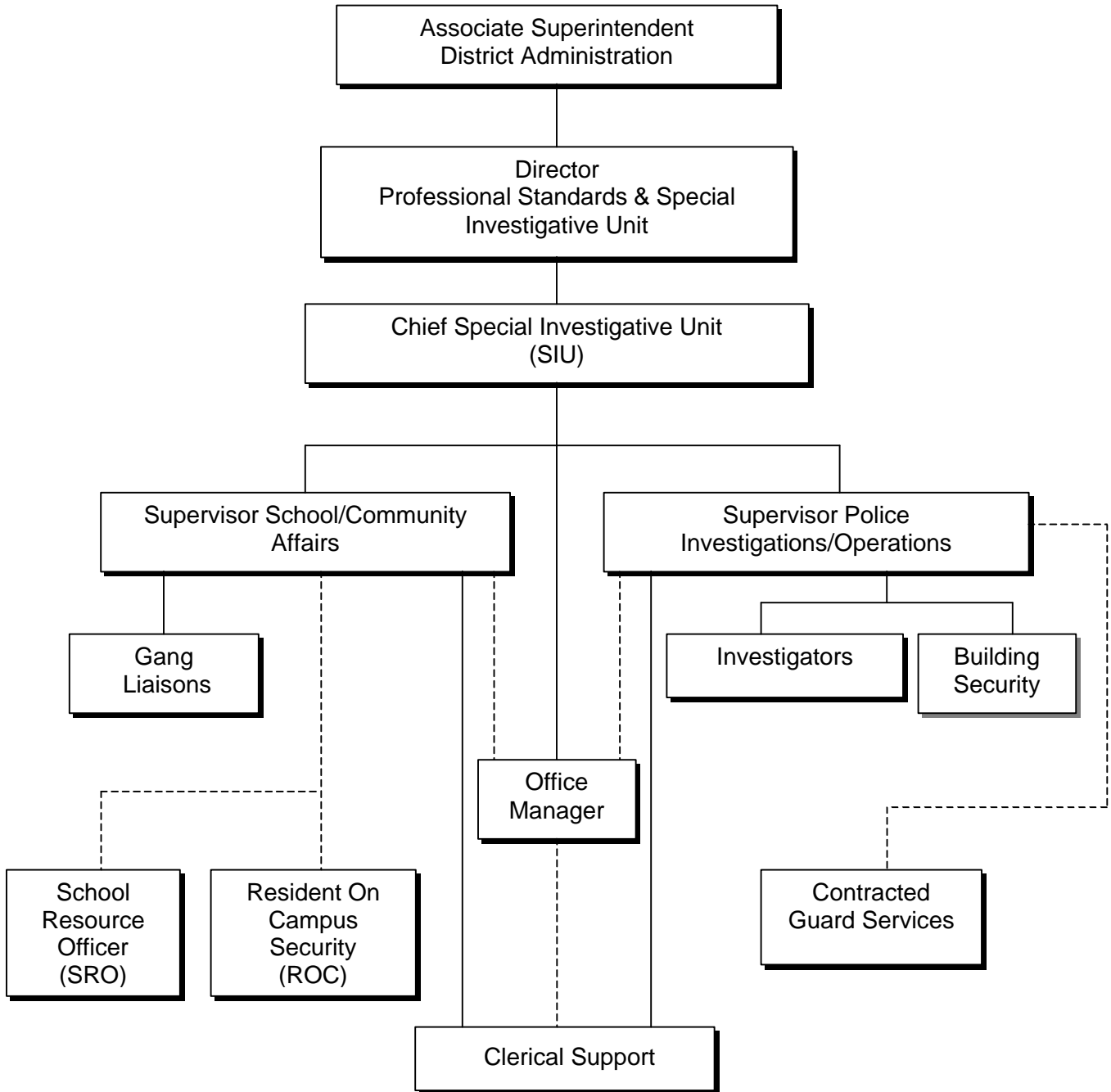
The Office of Professional Standards includes the director, his administrative assistant, and three investigators who are assigned to conduct personnel investigations under the director's supervision, as authorized by the Superintendent. The Office of Professional Standards is housed in the Kathleen C. Wright Administrative Building.

CURRENT SITUATION

The primary responsibilities of the Director of the Office of Professional Standards include the following:

- assist the associate superintendent and district administration in the evaluation of teachers, personnel investigations, school safety and security, employee disciplinary action, and in acting as liaison with the State Department of Education Professional Practices Services, Education Practices Commission, and law enforcement agencies;
- provide assistance and direction to school district personnel on matters requiring investigation of employees;
- assure compliance with rules, regulations, and statutes related to teacher assessment procedures, discipline, and termination procedures of employees;
- represent the district in all matters related to employee discipline and termination before the Division of Administrative Hearings; and
- coordinate the formulation of policy and procedures related to the safety and security of all students and employees in the school district.

**EXHIBIT 15-3
OFFICE OF PROFESSIONAL STANDARDS AND
SPECIAL INVESTIGATIVE UNIT (SIU)
ORGANIZATIONAL CHART**



Source: Broward County School District, Special Investigative Unit, 1998.

The Office of Professional Standards publishes a reference guide of statutes, rules, and policies for all Broward County school administrators and personnel entitled *Taking Action: Resolving Employee Performance Problems*. The reference guide's introduction states:

*From time to time, an employee's performance may fall below a level recognized as effective. This can occur for many reasons including skill deficiencies, resource deficiencies, changes in the employee's attitude, changes in performance incentives, or as a result of the employee's personal life events. It is the responsibility of the administrator to make skillful interventions when performance problems occur. These interventions must be timely, appropriate, and proactive. A persistent performance problem with one employee can impact students, parents, co-workers, and administrators. Clearly, when the performance of one individual is less than effective, the activities of others are influenced. Broward's administrators are required to **Take Action** to resolve performance problems.*

The **Taking Action** reference guide includes procedures and guidelines to be followed by principals and administrators in resolving allegations of serious employee misconduct. The Broward County School District defines serious employee misconduct to include the following types of incidents:

- assault/battery
- burglary/theft
- child abuse
- corporal punishment
- falsification of records
- profanity
- sexual harassment
- sexual misconduct
- substance abuse (alcohol/drugs).

According to the guide, when an incident of serious employee misconduct is reported involving a school board employee, the principal and/or the administrator should take the following steps:

1. *Contact the Office of Professional Standards to report the allegation(s) of serious employee misconduct;*
2. *Submit a completed personnel investigation request form to the Director of the Office of Professional Standards (form includes date, time, and location of incident, name of complainant, nature of allegation, position of accused, etc.);*
3. *Contact the appropriate deputy superintendent, associate superintendent, or area superintendent, and advise him or her of the incident and facts known to date;*

4. *Provide employee with written notice of investigation, when the investigation is authorized by the school superintendent, identifying the nature of the allegation;*
5. *Be advised of the SIU Personnel Investigator assigned by the Director of Professional Standards to conduct the personnel investigation;*
6. *Keep the Office of Professional Standards advised of any new information which surfaces regarding the allegation;*
7. *Refer the press/media to the Director of Professional Standards or the Director of Community Relations; and*
8. *Remember that, according to F.S. 231.291, Personnel Files, require confidentiality of any complaint and any material relating to the investigation of a complaint against an employee until the conclusion of the preliminary investigation.*

Upon receipt of a request to conduct an investigation for alleged employee misconduct, the Director of Professional Standards confers with the appropriate principal or administrator to learn the circumstances of the case. At this point, the director requests approval from the Superintendent to initiate an investigation. Once approval is received from the Superintendent, an investigator is assigned to the case. The principal or administrator notifies the employee of the investigation, and directs him or her not to attempt to engage the complainant in any conversation regarding the matter under investigation. A violation of this directive can result in disciplinary action for insubordination.

The investigator uses the following standard operating procedure in conducting preliminary on-site investigations:

- interviews the complainant or victim, always using an administrator as a witness who serves as note taker;
- takes written and oral statements from the complainant or victim;
- interviews and takes statements from any witnesses. Has the witness show where he or she was at the time the alleged incident took place;
- identifies if the witness is friends with the complainant. Finds some witnesses who are not friends with the complainant and has no dislike either way regarding the employee;
- gathers documentary evidence relating to the case;
- photographs any marks on the victim and the location of the incident;
- if an injury occurred, documents if medical treatment was required;

- obtains a copy of the police report, as appropriate if a law enforcement agency responded; and
- locates any past complaints regarding the employee and his or her disposition.

On average, the district authorizes the Office of Professional Standards investigators to initiate one new personnel investigation about every two weeks. Approximately 75 percent of the cases are incidents that require only a few weeks of time for investigators to review and make a determination. Twenty-five (25) of the incidents the Office of Professional Standards investigates become more high profile cases involving such serious crimes as child abuse, sexual harassment or misconduct, theft, arrest, etc., that lead to criminal charges and gain media attention. This type of case, which is approximately 25 percent of those reported to the office, generally consumes in excess of 50 percent of an investigator's time from up to six months to two years for one case alone.

The Broward County School District has a Professional Standards Committee composed of senior school officials that meets monthly and receives the results of all investigations conducted by the Office of Professional Standards. The committee includes the following members:

- Deputy Superintendent for School Operations
- Associate Superintendent for District Administration
- Associate Superintendent and School Board Liaison
- Associate Superintendent for Accountability
- South Area Director (representing area directors)
- Director of Risk Management, Safety and Benefits
- Director of Institutional Staffing
- Chief of SIU

The committee reviews the results of investigations and makes a recommendation to the Superintendent for action in each case. The action can range from dismissal of the allegations to a letter of reprimand to suspension and/or termination of the employee, depending on the results of the investigation and the nature of the allegations. The Professional Standards Committee only has the authority to recommend a course of action in a case to the Superintendent and the School Board, but in over 95 percent of the cases, the Superintendent has concurred with recommended action. The committee closely follows and must comply with the statutes and guidelines of the Florida Department of Education, the Educational Practices Commission, and collective bargaining agreements.

In most instances, teachers and other district employees have the right to have a representative of their union present and involved in any disciplinary hearings. The employee and the union representative have the right to appear before the Professional Standards Committee and present additional evidence when allegations warrant.

When the Superintendent receives the Professional Standards Committee's recommendation, he takes appropriate action with the Board, which may include a letter of reprimand, suspension, and/or dismissal.

FINDING

The Office of Professional Standards publishes a very detailed and comprehensive reference guide of statutes, rules, and policies for school administrators entitled *Taking Action: Resolving Employee Performance Problems*. The guide includes the following mission statement:

It is the mission of the administrator to provide assistance to personnel needing improvement in the performance of their professional responsibilities. This assistance will be provided in a manner that respects the individual's professionalism, dignity, and worth, while insuring the delivery of effective instructional services to students.

These principles should guide the administrator in initiating, facilitating, and managing a process to resolve a performance problem:

- *the process must consider the welfare of students, individually and collectively, as the highest priority;*
- *the process must take a supportive, positive approach toward improving performance;*
- *administrators using the process must be trained;*
- *the process must meet legal requirements;*
- *administrators using this process must expect the performance of employees to improve to appropriate and prescribed levels of competency within a designated period of time and correct misconduct;*
- *administrators must follow established district procedures;*
- *the process must provide a comprehensive documentary record to support personnel decisions; and*
- *when termination is a possible outcome, the process must provide due process for the individual and the district.*

The *Taking Action: Resolving Employee Performance Problems* includes the following sections:

- **Assessing the Situation** (beginning the staff discipline process; overview of the discipline process; is the performance a problem and incident or pattern behavior; due process)
- **Teacher Performance** (information to emphasize at faculty meetings; writing the performance development plan; professional development form)

- The Investigation (procedures and guidelines for administrators to follow; event/incident process flow chart; guidelines for at the site investigations)
- Documentation (key components of documentation; developing documentation to support your decisions; how to write letters of reprimand-sample letters; record of written warning)
- School Board of Broward County Policies (inspection and examination of public records; assessing teacher competency; grievance procedures; personnel records; assaulting personnel; insulting personnel)
- State Board of Education Rules (code of ethics, principles of professional conduct; criteria for dismissal procedures; criteria for suspension and dismissal; standards of competent professional performance; educational practices commission)
- Florida School Laws (personnel of school system; public records; administrative procedures act)
- Collective Bargaining Provisions (teachers, paraprofessionals, facilities servicepersons/maintenance, security specialists, and transportation, secretarial/clerical, food service)

COMMENDATION

The Office of Professional Standards is commended for developing the *Take Action: Resolving Employee Personnel Problems* guide as a comprehensive and detailed human resource manual to assist school principals and administrators in addressing and solving school employee personnel problems.

The *Take Action: Resolving Employee Personnel Problems* Human Resources Manual is consulted frequently by district administrators. School principals and central office administrators must follow the detailed steps specifically outlined in the manual in order to submit a formal request to the Office of Professional Standards to conduct an investigation of an incident involving a school district employee. The Director of the Office of Professional Standards reported that he receives questions daily from other school personnel concerning information contained in the manual.

15.2.2 Special Investigative Unit (SIU)

CURRENT SITUATION

The Special Investigative Unit (SIU) is the official law enforcement/investigative section for the school district. This unit provides direct assistance to schools and facilities to improve student/staff safety and security through law enforcement services and crime prevention and intervention programs. SIU strives to meet the needs of the school community by providing these services:

- investigating misdemeanor and felony crimes as necessary;
- assisting victims of crime;
- monitoring alarms for intrusion and fire on a 24-hour basis;
- maintaining police/SIU investigation records;
- contacting and referring individuals to community human services agencies;
- assisting and cooperating with all local, county, and state emergency services agencies;
- planning and managing special events;
- handling special security requests;
- offering security consultations and surveys;
- administering the youth gang liaison and youth crime watch programs;
- providing prevention/ education programs;
- coordinating the school resource office (SRO) and D.A.R.E. program;
- coordinating the training for school resource officers and other school security personnel;
- administering the Resident on Campus Security (R.O.C.S.) Program;
- coordinating security for the school district; and
- coordinating the installation of surveillance cameras.

Exhibit 15-3 (shown previously) provides the organizational structure of the Special Investigative Unit, and Exhibit 15-4 provides budgetary information for SIU operations. The Chief of the Special Investigative Unit oversees SIU operations on a daily basis, assisted by a Supervisor of Police Investigations/Operations and a Supervisor of School/Community Affairs. The department also includes 13 investigators, three gang liaisons, seven clerical support personnel, and three building security guards.

The Chief of SIU oversees the daily operations. This position has a dual reporting relationship, primarily to the Director of Professional Standards and SIU, but also to the Superintendent on issues that involve a direct threat of criminal activity to school property and personnel. The primary job duties of the chief include:

- formulate policies and procedures related to security for all operations in the school district;

**EXHIBIT 15-4
SPECIAL INVESTIGATIVE UNIT (SIU)
OPERATING BUDGET**

BUDGET ITEM	1996-97	1997-98	1998-99
Salaries	\$1,456,156	\$1,612,128	\$1,603,198
Employee Benefits	493,451	547,993	545,493
Contracted Security Services	338,000	350,000	350,000
Travel In-County	33,334	50,000	50,000
Travel Out-of-County	2,244	5,000	5,000
Repairs and Maintenance	2,855	-	-
Equipment Rental	9,101	8,248	8,248
Professional Dues and Registration	3,017	2,040	2,040
Other/Misc. Capital	100,079	558,390	104,195
TOTAL	\$2,438,237	\$3,133,799	\$2,668,174

Source: Broward County School District, Special Investigative Unit, 1998.

- direct and oversee operations throughout the school district as related to security;
- serve as the primary representative of SIU on various school system committees and community task forces relating to school security and crime prevention;
- prepare the annual SIU operating budget;
- oversee investigations, reviews reports, and makes results available to appropriate school officials and outside agencies, as appropriate, in matters relating to schools;
- maintain liaison with law enforcement agencies; and
- review current developments in literature and initiates innovative and preventative programs.

FINDING

The chief is SIU's primary representative on various school system and community task forces related to school security and crime prevention. The Chief was an active participant in the Broward County School District's 1997 Customer Survey. The survey addressed 12 key areas, including:

- supervision of students
- school safety to and from school
- safety at school
- weapons, gangs, drugs, and alcohol at school
- physical harm and threats at school
- neighborhood safety

A cross-demographic mix of parents throughout Broward County were surveyed randomly by mail (10,587 returned surveys; 13 percent return). Additionally, all teachers were offered the opportunity to respond (9,262 returned surveys; 96 percent return). Finally, students from grades three through twelve were surveyed (135,270 returned surveys; 86 percent return). In comparing the 1996-97 community survey to the 1994-95 survey, a significantly higher percent of teachers and students stated they felt safer at school, while more parents felt that their child was safe at school. Key responses to survey statements on this Broward survey include:

- *teachers stop fights, disagreements, and/or arguments between students (68 percent of students in 95-96 agree; 68 percent of students in 1996-97 agree);*
- *the staff takes steps to ensure that students do not bring drugs or alcohol to my child's school (64 percent of parents in 95-96 agreed; 71 percent of students in 1996-97 agreed; an increase of seven percent);*
- *students threaten or fight with each other when they are at my school (42 percent of students in 1994-95 agreed; 37 percent of students in 1996-97 agreed; a decline of six percent);*
- *I feel safe from crime at school. (56 percent of students in 1994-95 agreed; 60 percent of students in 1996-97 agreed; an increase of four percent);*
- *my child is safe at his/her school. (75 percent of parents in 1994-95 agreed; 81 percent of students in 1996-97 agreed; an increase of six percent);*
- *thirteen (13) percent of students surveyed in 1994-95 reported that they felt students carried weapons at their school; a decline to nine percent in 1996-97; and*
- *twenty (20) percent of students reported gang membership at their schools in 1994-95 and 18 percent in 1996-97; a decline of two percent.*

The public summary of the 1996-97 community survey attributes much of the improvements in public perceptions of crime and security issues to the Board and Superintendent making school security a major system priority. In 1994, the Board approved the following additional security measures for the Broward County School District that have been implemented:

- increase the number of SIU investigators;
- add two new Gang Liaison positions (for a total of three);
- require the job description and training requirements for school security specialist to meet districtwide standards;

- conduct an annual survey of stakeholders to determine if they feel safe and secure in district schools;
- direct schools to develop and implement improvements in school safety and security, including hand held metal detectors, surveillance cameras, youth crime watch, youth motivators, internal suspension, behavior management, and conflict mediation;
- develop a coordinated campaign to inform the public regarding policies affecting safety and security-zero tolerance for weapons; and
- revise policy and the student code of conduct to include distribution of drugs, alcohol, and mood altering substances, assault against school personnel; and threats of violence directed against staff as expellable offenses.

COMMENDATION

The Broward County School Board and the Superintendent are commended for initiating and implementing additional security measures and initiatives that have significantly improved parent and student perceptions of the Broward County School District as a safe learning environment.

FINDING

The SIU Chief has prepared a *Standard Operations Manual* for SIU personnel. Portions of the *SIU Standard Operations Manual* function as an employee personnel manual. Other sections of the manual include detailed, administrative procedures addressing all types of emergency situations that law enforcement offices routinely face. The manual has been tailored to specifically address emergency situations in a school setting. Administrative procedures covered in the *Standard Operating Procedures Manual* include:

- work hours
- transportation
- off-duty employment
- personal appearance and dress code
- radio communication
- public relations and relations with the news media
- in-county and out-of-county travel
- courtroom conduct
- in-service training
- incident reports
- personnel investigation
- child abuse cases
- evidence and property collection procedures
- firearms-authorized possession and use of force
- handcuffs
- bomb threats
- civil disturbance

COMMENDATION

The Special Investigative Unit is commended for developing a detailed *Standard Operations Manual* that serves as an effective and detailed resource for SIU investigators and personnel in the field.

SIU Investigators report that the Standard Operations Manual is one of their most frequently consulted reference documents. Investigators use the manual as a daily reference guide for proper procedures in completing incident reports, collecting evidence, and in such sensitive cases as child abuse and completing personnel investigations.

FINDING

While the SIU chief is involved in long-range budgetary planning, and spends a great deal of his time representing SIU on various school and community task forces, other personnel supervise department activities on a daily basis. The Supervisor of Police Investigations and Operations oversees and directs investigatory services to schools and facilities, provides security coverage for Board meetings and other school events, and authorizes emergency call-out services that encompass the entire student and employee population. Investigators perform investigations of crimes and incidents occurring on school campuses, facilities, and district sites, and serious complaints against employees for the purposes of identification, apprehension, and prosecution of violators. The goals and objectives are carried out by investigators, security guards, supervisory, and support personnel as outlined below:

- Thirteen investigators are assigned geographically in the North, Central, and South areas of the school district. An investigator is assigned approximately 14 to 24 schools each depending on his or her geographic location. Three investigators are assigned to the Office of Professional Standards, as described in the previous section.
- Three uniformed (unarmed) building security personnel are also employed. Two are assigned to the district's main administrative building and one at the Technical Support Center on W. Oakland Park Boulevard where the SIU offices are located.

The Supervisor of School/Community Affairs provides crime prevention and intervention services to schools, facilities, and communities. The primary job duties of this position include:

- supervises Gang Liaisons, clerical staff, and other employees as assigned. A Gang Liaison has been assigned to work in each of the three geographical areas of the district to serve as a resource officer, educator, and facilitator for gang prevention efforts;
- coordinates and develops crime prevention and intervention programs for gang awareness, gun safety, substance abuse prevention, and violence-free lifestyles. These programs include youth crime watch, mandated in all Broward County secondary

schools. This student led program has made a significant contribution toward the reduction of crime on school campuses;

- serves as crime prevention liaison to parent groups, school and district staffs, community organizations, law enforcement agencies, juvenile justice agencies, and municipal and county governmental agencies;
- provides administrative oversight for the School Resource Officer (SRO) program. SROs are specially trained police officers assigned to all middle and high schools, one vocational school, one adult community school, three alternative schools, and three exceptional schools for a total of 65 officers. There are presently 55 SROs also serving in elementary schools. SROs reenforce the Board's initiative to prevent violence and gang activity on campus, and conduct violence and substance abuse education and prevention;
- provides administrative oversight for the Resident On Campus Security (ROCS) Program. ROCS is a school-based security initiative administered by SIU to reduce thefts, trespassing, and vandalism on school campuses after regular school hours, weekends, and holidays. ROCS participants include law enforcement officers and school board employees who are approved by the board for installation of mobile homes on school property as a deterrent against criminal activity. All sign lease agreements to perform security duties to protect district property in the 43 participant schools; and
- plans, organizes, and facilitates inservice training workshops and programs for security specialists, campus monitors, school resource offices, investigators, school and district staff, community organizations, and parent groups.

SIU investigators are required to be sworn law enforcement officers with a minimum of four years of experience. Exhibit 15-5 describes the geographic distribution of the investigators throughout the Broward County School District. Column one in the exhibit shows the investigator's identification number and the total number of schools assigned to each investigator. The data show that, on average, an investigator is assigned a geographic territory of approximately 15-18 schools. Although investigators stop by the SIU central office on West Oakland Park Boulevard on a daily or weekly basis as needed, each investigator is assigned office space at a school facility in his or her assigned geographic area of the district. Most investigators have a desk with a filing cabinet and office supplies, but not a personal computer.

As each high school and middle school throughout the district also has one or two security specialists and a school resource officer (SRO) assigned to their facilities, the investigator usually spends a majority of the time at the elementary schools and centers in the geographic area. The security specialist and/or SRO at a high school or middle school will usually detect a violation and apprehend and/or arrest the students or

**EXHIBIT 15-5
SPECIAL INVESTIGATIVE UNIT
INVESTIGATOR ASSIGNMENTS
1997-98**

INVESTIGATOR NUMBER (# OF SCHOOLS)	HIGH SCHOOLS	MIDDLE SCHOOLS	ELEMENTARY SCHOOLS		CENTERS
#109 (18)	Coconut Creek Ely	Pompano Beach	Coconut Creek Cypress Drew Charles McNab Markham	Palmview Pompano Beach Sanders Park Winston Park	Atlantic Vocational Cross Creek Cypress Run Alt/Except. Stud. Drew Charles Resource Cntr. Pompano Multi- Purpose Center
#118 (14)	Coral Springs Stoneman- Douglas	Coral Springs Forest Glen Sawgrass Springs	Coral Park Coral Springs Country Hills Eagle Ridge Forest Hills	Hunt Park Springs Riverglades Westchester	<u>Community Schools:</u> Coral Springs
#113 (14)	Taravella	Margate Ramblewood Silver Woods	Atlantic West Broadview Maplewood Margate Morrow N. Lauderdale	Pinewood Ramblewood Riverside Tamarac	<u>Community Schools:</u> Margate Taravella
#114 (15)	Deerfield Beach	Crystal Lake Deerfield Beach	Cresthaven Deerfield Beach Deerfield Park Floranada Norcrest	North Andrews Gardens Park Ridge Quiet Waters Tedder Tradewinds	Bright Horizons <u>Community Schools</u> Crystal Lake Deerfield Beach Adult & Community Cntr.
#104 (16)	Dillard Ft. Lauderdale	Wm. Dandy Sunrise	Bayview Bennett Dillard Larkdale Lauderdale Manors	Thurgood Marshall Northside Rock Island Sunland Park Wilton Manors	Wingate Oaks <u>Community Schools</u> Crystal Lake Deerfield Beach Adult & Community Cntr.

**EXHIBIT 15-5 (Continued)
SPECIAL INVESTIGATIVE UNIT
INVESTIGATOR ASSIGNMENTS
1997-98**

INVESTIGATOR NUMBER (# OF SCHOOLS)	HIGH SCHOOLS	MIDDLE SCHOOLS	ELEMENTARY SCHOOLS		CENTERS
#117 (15)	Anderson, Boyd Northeast	Lauderhill Lauderdale Lakes Rickards	Castle Hill Castle Hill Annex Lauderhill P.T. Lloyd Estates	Oakland Park Oriole Royal Palm	<u>Community Schools</u> Lauderhill Northeast Adult & Vocational Center
#110 (17)	Nova S. Plantation	Indian Ridge Nova Seminole	Davie Meadowbrook Nova Blanche Forman	Nova Eisenhower Plantation Park Tropical	McFatter Vocational Pine Ridge Alt. <u>Community Schools</u> Nova Community
#107 (16)	Piper Plantation	Blair Plantation Westpine	Banyan Central Park Horizon Mirror Lake Nob Hill	Peters Sandpiper Sawgrass Village Welleby	<u>Community Schools</u> Blair Piper Plantation Community
#112 (17)	Stranahan	New River Parkway	Broward Estates Croissant Park Stephen Foster Harbordale Martin Luther King North Fork	Riverland Walker Westwood Heights Virginia S. Young	Seagull Sunset Whiddon-Rogers Ed. Center Whiddon-Rogers Ed. Annex <u>Community Schools</u> Parkway Community Walker
#105 (22)	Cooper City Western Western Annex	Pioneer Silver Trail Tequesta Trace Tequesta Trace Annex	Chapel Trail Cooper City Country Isles Country Isles Annex Eagle Point Eagle Point Annex Embassy Creek	Flamingo Griffin Hawkes Bluff Indian Trace Panther Run Silver Ridge Silver Palms	<u>Community Schools</u> Cooper City

**EXHIBIT 15-5 (Continued)
SPECIAL INVESTIGATIVE UNIT
INVESTIGATOR ASSIGNMENTS
1997-98**

INVESTIGATOR NUMBER (# OF SCHOOLS)	HIGH SCHOOLS	MIDDLE SCHOOLS	ELEMENTARY SCHOOLS		CENTERS
# 103 (17)	Hollywood Hills McArthur	Apollo Driftwood	Boulevard Hgts. Driftwood Hollywood Hills Hollywood Park Orange Brook	Pembroke Pines Sheridan Hills Sheridan Park Stirling West Hollywood	Quest, The Sheridan Vocational <u>Community Schools</u> Hollywood Hills Adult & Community Cntr.
#119 (17)	Flanagan Flanagan Annex Miramar	Perry Pines Walter C. Young	Fairway Miramar Palm Cove Pasadena Lakes Pembroke Lakes	Perry, A.C. Pine Lakes Sea Castle Sunshine	Whispering Pines <u>Community Schools</u> Miramar Walter Young
#116 (16)	Hallandale South Broward	Attucks McNicol	Bethune Colbert Collins Dania Hallandale	Hollywood Central Lake Forest Oakridge Watkins	Hallandale Adult & Community Cntr. <u>Community Schools</u> South Broward

Source: Broward County School District, Special Investigative Unit, 1998.

employees involved in the incident. The investigator must complete a formal investigation of the incident and work with students, parents, and/or employees to correct problems and ensure that the incident does not reoccur.

A number of investigators interviewed by MGT consultants reported that they spend a great deal of their time counseling students and their families to improve problems of school violence, discipline, and drug abuse. The primary job duties of investigators include:

- conduct investigations of incidents in the schools and/or facilities assigned to him/her including incidents involving school transportation;
- document the results of the investigation(s) in report(s) to the Supervisor, Special Investigative Unit;
- inform the principal or department supervisor of the results of any investigations at his/her school/department, and keep him/her informed of activity at his/her school department;
- immediately report to the local law enforcement agency and Supervisor/Chief, SIU incidents involving a criminal violation of the law;
- assist local law enforcement agencies in school-related investigations;
- make arrests in necessary and emergency situations;
- upon request, conduct safety and security survey;
- review survey results with Supervisor/Chief of SIU;
- present survey results with recommendations to principal or department supervisor;
- assist principal or department supervisor in developing security plan;
- upon request of Supervisor/Chief, SIU, provide status reports to area superintendent/director with regard to incidents at assigned schools; and
- testify in administrative and criminal procedures.

SIU investigators are assigned to cases in their own geographic areas of the district by their supervisor through immediate notification incident report forms. These forms are faxed from the security specialist at a high school or middle school or from an assistant principal at an elementary school to the Special Investigative Unit (SIU) central office on West Oakland Park Boulevard. The immediate notification form asks the security specialist or principal to provide the following information:

- school site;
- name and type of complainant (student, employee, parent, other);
- details of incident (including victim(s) and suspect(s) names);
- description of incident/injuries;
- description of property loss/damage; and
- if police or paramedics are notified.

The security specialist or administrator must take action first to use the immediate notification form to alert an SIU investigator to respond and investigate the incident. The SIU investigator follows standard procedure, interviewing victims, suspects, collecting evidence, and documenting property damage. The investigator completes the required paperwork to provide sufficient documentary evidence for school principals and administrators to take action and discipline, suspend, or expel students, as required. For each case they are assigned, SIU investigators are required to complete written reports and process written and tape recorded statements from victims, suspects, and witnesses. Most of this work has to be completed by SIU's clerical support staff located in the West Oakland Park Boulevard facility, as investigators do not have personal computers.

COMMENDATION

The Broward County School District Special Investigative Unit (SIU) is commended for effectively distributing SIU investigator assignments to ensure that all schools in each geographic area of the district receive adequate support from professional security personnel.

The staffing pattern for SIU investigators is effective because the Broward County School District's Special Investigative Unit has been able to distribute its personnel across a wide geographic area using limited resources. School principals and administrators are generally satisfied with the security department's organizational structure, and reported that SIU investigators rapidly respond to their requests. Administrators also indicated that they are pleased that one SIU investigator is always stationed in their immediate geographic area to address the needs of their schools. The Special Investigative Unit has been able to assign each investigator to approximately the same number of schools in his or her territory. Each investigator has approximately two high schools, two or three middle schools, 10 elementary schools, and three to five centers.

FINDING

The SIU Office on West Oakland Park Boulevard has a total of seven clerical support staff that perform a number of administrative support duties for SIU staff. Some of the clerical staff act as receptionists, answering the telephone and greeting visitors to the facility. Other clerical staff coordinate radio communication with investigators in the field. Most clerical staff serve as word processors and data entry personnel, preparing the numerous case reports and tape recorded transcript summaries required by SIU investigators on a daily basis.

During site visits, MGT consultants found that most SIU clerical staff spend in excess of 60 percent of their time performing word processing functions to prepare case reports

and tape recorded transcripts required by investigators. The workload is so excessive that SIU plans to hire three additional data entry operators to perform word processing functions and preparing investigator case reports as required.

A majority of SIU investigators interviewed by MGT consultants reported that they would prefer to have a personal laptop computer assigned so that they could complete their own case reports. At present, investigators have to wait from three weeks up to a month from the time they submit a case report to word processors to receive the draft version of the report. This period also delays the processing of student disciplinary actions, suspensions, or expulsions that may result from the case findings.

SIU investigators report that it is common for modern metropolitan law enforcement agencies to assign laptop computers to their officers for use in the field. The laptop computer is more compatible with the roving work demands of a modern police investigator's job. A significant number of SIU investigators have a long history of work experience with large metropolitan police agencies. They believe that it would be in the long-term best interest of Broward County's SIU to be more compatible with modern technology now used by metropolitan police departments. The laptop computers would enable investigators to complete their casework and reports more rapidly, and also eliminate the need for additional clerical personnel in the Special Investigative Unit.

RECOMMENDATION

Recommendation 15-4:

Purchase individual laptop computers and provide the necessary training for SIU field personnel and eliminate three new data entry operator positions and one existing data entry operator position in the SIU Administrative Services Unit.

The Broward County School District should provide laptop computers for SIU personnel so investigators can complete reports and other casework rapidly in the field. This action should significantly reduce the amount of time it takes to produce a case report and increase the efficiency and effectiveness of investigators in the field. SIU should be able to eliminate three new data entry operator positions and one existing data entry operator position that will no longer be required.

IMPLEMENTATION STRATEGIES AND TIMELINE

1. The Chief of SIU should purchase laptop computers for 13 SIU investigators, three gang liaison positions, two supervisors, and the SIU Chief. May 1999
2. The Chief of SIU should initiate the process of eliminating three new and one existing data entry operator position by the start of the 1999-2000 school year. July 1999

FISCAL IMPACT

Based on current estimates, it would cost approximately \$47,500 to purchase laptop computers for SIU personnel (\$2,500 per laptop x 19 laptops = \$47,500). The 19 laptops include computers for 13 investigators, three gang liaisons, two supervisors and

one chief. The \$2,500 per computer is based on market estimates and information provided by technology support staff. Eliminating the three new data entry operator positions and one existing data entry operator position will save the district approximately \$113,092 per year. (\$21,258 annual salary x 33 percent fringe of 7,015 = \$28,273 x 4 positions = \$113,092)

Recommendation	1999-2000	2000-01	2001-02	2002-03	2003-04
Purchase 19 Laptop Computers for SIU Personnel	(\$47,500)	\$0	\$0	\$0	\$0
Eliminate Four Data Entry Operator Positions	\$113,100	\$113,100	\$113,100	\$113,100	\$113,100

FINDING

The transmission of data from the Office of Professional Standards in the K.C. Wright Administration Building to the SIU offices on West Oakland Park Boulevard is often a cumbersome process. Instead of e-mailing files electronically from one site to the other, the documents are transported manually by an SIU staff member. When the document reaches K.C. Wright or SIU, it must often be reentered into the computer because each location uses a different database and word processing software.

Security specialists, principals, and administrators can not transfer the immediate notification incident report form and the personnel request form to an electronic format so that the form can be e-mailed electronically. At present, these forms have to be typed and physically faxed. E-mailing the forms would be much more efficient.

RECOMMENDATION

Recommendation 15-5:

Standardize computer software databases for the Office of Professional Standards in K.C. Wright Administration Building and the Special Investigative Unit (SIU) offices on West Oakland Park Boulevard to enable SIU personnel to utilize the same casefile database and exchange files electronically.

Security specialists, principals, and administrators should be able to submit immediate notification incident report forms and personnel investigation request forms electronically via e-mail. Both offices are part of the same department and should standardize word processing and other computer software packages to share the same casefile database. Staff should e-mail files electronically from one location to the other instead of having to manually transport documents. Also, the director should be able to transmit the monthly agenda for the Professional Standards Committee meeting electronically to committee members, instead of having to hand carry or mail agenda materials.

Using standardized software will also save staff time through allowing staff to transmit documents and reports via e-mail and avoiding the use of couriers. Word processing staff will no longer be required to enter the same information into separate database at each facility.

IMPLEMENTATION STRATEGIES AND TIMELINE

1. The Director of Professional Standards and other SIU staff should work with technology support staff to create a centralized common database for all Professional Standards and SIU personnel using standardized computer software systems. May 1999

2. The Director of Professional Standards and appropriate technology personnel should create a computer software version of the immediate notification incident report form and the personnel investigation request form. Summer 1999

3. Security specialists, principals, and administrators should begin submitting the form electronically via e-mail. Fall 1999

FISCAL IMPACT

There is no cost associated with this recommendation. This recommendation does not require the Office of Professional Standards and SIU staff to create or develop a new and unique software program for their own use. The department should use the same standardized existing software package, such as Microsoft Office, for example, and take advantage of electronic data transfers to share the same case database, whenever possible. The data can easily be e-mailed from one location to the other after computer software is standardized at each location. The tasks included in this recommendation can be accomplished using existing personnel and resources.

15.2.3 Security Specialists and School Resource Officers

CURRENT SITUATION

Broward County high schools and middle schools use a variety of on-site personnel to provide security services, including security specialists, school resource officers (SROs), and Resident On Campus Security (ROCS). Only high schools and middle schools have full-time security specialists assigned to them for the 10-month school year. Each high school and middle school has an average of two security specialists.

The primary job duties of the security specialist include:

- investigate all incidents of negative conduct occurring on school property and coordinate investigative and prevention efforts with the Special Investigative Unit (SIU), school resource officer (SRO), law enforcement departments, city police departments, and other agencies as appropriate, to maximize prevention and cessation of illegal and destructive activities;

- gather information from various sources concerning possible illegal or undesirable activities. Inform the principal of all information gathered from various sources concerning possible illegal or undesirable activities occurring on school campus;

- advise the principal of all hazardous conditions, unsafe procedures, and all security matters, and suggest methods of elimination;
- document and report all incident through the principal to the Special Investigative Unit (SIU);
- tour the school's perimeter and interior periodically to provide maximum visibility, to reduce potential physical conflicts among the students, and to provide an atmosphere conducive to the learning process;
- develop rapport with students by exercising prudent judgment upon contact, and using more potent warnings and reasonable force only when warranted; and
- request identification from adults and students who appear to be out-of-place for the circumstances and assist them, as necessary, when on legitimate school business.

Security specialists are required to have four years of professional experience as a certified police officer, civilian or military, or as an investigator/ case worker for a social service agency. Two to four years of experience in working with juveniles is preferred.

School Resource Officers (SROs) are specially trained police officers serving in all middle and high schools, one vocational school, one adult community school, three alternative schools, and three exceptional schools for a total of 65 officers. SROs are full-time employees of either the city police department serving the region where the school is located or employees of the Broward County Sheriff's Department. The officer is assigned to the school on a full-time basis when school is in session. When school is closed during the summer months, the SRO takes vacation time and/or performs standard police duties for his or her police department employer or for the county sheriff's office. The SRO program was originally approved by the Broward County School Board in 1987-88 as a delinquency prevention program. In 1996-97, the SRO program was expanded to place an additional 27 officers in schools for a current total of 55 officers serving in 86 elementary schools.

Exhibit 15-6 shows the distribution of SROs in the Broward County School District based on the police agency employers.

School Resource Officers (SROs) perform the following job functions:

- strengthen relations between students and the police through positive and ongoing interaction;
- provide crime, violence, and substance abuse education and prevention;
- aid students in building character, self-esteem, and good citizenship;
- provide law enforcement support and a police presence to avert assaults, violence, and other major incidents; and

**EXHIBIT 15-6
SCHOOL RESOURCE OFFICER (SRO) ASSIGNMENTS
IN THE BROWARD COUNTY SCHOOL DISTRICT
BY POLICE AGENCY**

AGENCY	MIDDLE AND HIGH SCHOOLS		ELEMENTARY SCHOOLS	
Broward Sheriff's Office	Boyd Anderson High Creek Crystal Lake Community Cypress Run Alternative Dandy, William Middle Deerfield Beach High Beach Middle Ely High Lauderdale Lakes Middle Lauderhill Middle McFatter Vocational New River Middle	Cross Nova Center- Upper Level Nova Center- Middle Level Olsen Middle Parkway Middle Pine Ridge Alternative Pompano Beach Middle Seagull School South Area Alternative Sunset School Tequesta Trace Middle	Broadview Broward Estates Castle Hill Collins Country Isles Cresthaven Dania Deerfield Beach Deerfield Park Eagle Point Foster, Stephen Indian Trace King, Martin L. Lake Forest	Larkdale Lauderhill, P.T. Meadowbrook Norcrest North Andrews Gardens Oriole Palmview Park Ridge Quiet Waters Royal Palm Tamarac Tedder Watkins
Coconut Creek Public Safety Department	Coconut Creek High		Coconut Creek Tradewinds	Winston Park
Cooper City Police Department	Cooper City High and	Pioneer Middle	Cooper City	Embassy Creek Griffin
Coral Springs Police Department	Coral Springs High Coral Springs Middle Forest Glen Middle	Ramblewood Middle Sawgrass Springs Middle Taravella High	Coral Park Coral Springs Country Hills Eagle Ridge Forest Hills Hunt	Maplewood Park Springs Ramblewood Riverside Westchester
Davie Police Department	Indian Ridge Middle	Western High	Davie Flamingo Hawkes Bluff Blanche Forman	Nova Eisenhower, Dwight D. Silver Ridge

**EXHIBIT 15-6 (Continued)
SCHOOL RESOURCE OFFICER (SRO) ASSIGNMENTS
IN THE BROWARD COUNTY SCHOOL DISTRICT
BY POLICE AGENCY**

AGENCY	MIDDLE AND HIGH SCHOOLS		ELEMENTARY SCHOOLS	
Fort Lauderdale Police Department	Dillard High, Fort Lauderdale High,	Stranahan High Sunrise Middle	N/A	
Hallandale Police Department	Hallandale High	Hallandale Adult and Community Center	N/A	
Hollywood Police Department	Apollo Middle Attucks Middle Hollywood Hills High McArthur High	McNicol Middle Driftwood Middle South Broward	N/A	
Margate Public Safety Department	Margate Middle		Atlantic West	Margate
Miramar Police Department	Miramar High	Perry Middle	N/A	
North Lauderdale Public Safety	Silver Lakes Middle		Morrow North Lauderdale	Pinewood
Oakland Park Public Safety	Northeast High and	Rickards Middle	Lloyd Estates Oakland Park	Rock Island
Parkland Public Safety	Stoneman Douglas High			Sherman Douglas
Pembroke Pines Police Department	Flanagan High, Flanagan 9 th Grade Center Pines Middle	Silver Trail Middle Walter C. Young Middle	Chapel Trail Palm Cove Pasadena Lakes Pembroke Lakes	Pembroke Pines Pine Lakes Silver Palms
Plantation Police Department	Plantation High Plantation Middle	Seminole Middle South Plantation High	Central Park	Mirror Lake
Pompano Beach Police Department		N/A	Cypress Charles Drew Markham	McNab, Pompano, Sanders Park
Sunrise Police Department	Bair Middle Piper High	Westpine Middle		Village
Wilton Manors Police Department	Bair Middle Piper High	Westpine Middle		Wilton Manors

Source: Broward County School District, Special Investigative Unit, 1998

- reenforce the school board's initiative to prevent gang activity and substance abuse training through the Gang Resistance Education and Training (GREAT) and Drug Abuse Resistance Education (DARE) programs.

SROs serve on a contract basis with the Broward County School District as part of an agreement with their police agency employer. The contract is typically in the amount of \$12,000 per SRO which does not contribute to the officer's salary. Each SRO contract is an agreement signed between Broward County School District and the participating area police department. Broward County pays \$12,000 for each high school and middle school SRO in monthly installments directly to the area police department. These funds are used entirely at the discretion of each police department. Some departments use the monies for related personnel expenditures, while other departments place the monies directly into their general funds for all types of law enforcement operating expenses. Only high schools and middle schools are required to sign contracts involving the \$12,000 amount for the SROs services. Police agencies furnish SROs to elementary schools at no cost as a community service.

Resident On Campus Security (ROCS) is a security initiative approved by the Broward County School Board in 1982, to reduce vandalism, theft, and trespassing on school campuses after regular hours and on weekends and holidays when school is not in session. ROCS participants include law enforcement officers and some district employees. All sign lease agreements with the Board and agree to perform security duties to protect district property in exchange for rent free installation of the mobile home. This initiative provides an additional security option to schools. ROCS participants include some 43 schools. Exhibit 15-7 shows ROCS schools in the Broward County School District.

Exhibit 15-7 includes information on the Resident On Campus Security Program (ROCS) participant schools as well as ROCS resident participating employers and the resident's occupation. The exhibit shows that a variety of state, county, and municipal law enforcement agencies participate in the Resident On Campus (ROCS) program. The Florida Highway Patrol has six employees serving as Residents On Campus, the Broward County Sheriff's Office has contributed three ROCS employees, and 25 participants in the ROCS program are employees of local municipal law enforcement agencies in Broward County. The information in Exhibit 15-7 shows that ROCS has very diverse and extensive support from many different public sector agencies. While most residents are law enforcement officers, residents also include a painter, firefighter, and facilities person.

FINDING

The major difference between the School Resource Officers (SROs) responsibilities and the responsibilities of the school security specialists is that SROs spend the majority of their time involved in violence and substance abuse education and prevention efforts in the classroom. Due to existing federal and state law enforcement agency statutes and restrictions, SROs are legally unable to initiate searches on their own of school areas that may contain a student's personal property. The security specialist must perform this

**EXHIBIT 15-7
SCHOOLS PARTICIPATING IN THE
RESIDENT ON CAMPUS (ROCS) PROGRAM**

SCHOOL	PARTICIPATING EMPLOYER	ROCS OCCUPATION
Atlantic Vocational	School Board	Painter (Journeyman)
Attucks Middle	Hollywood Police Dept.	Law Enforcement Officer
Bethune Elementary	Florida Highway Patrol	Law Enforcement Officer
Colbert Elementary	Florida Highway Patrol	Law Enforcement Officer
Cooper City High	Florida Highway Patrol	Law Enforcement Officer
Cross Creek High	School Board	Security Specialist
Cypress Run	Florida Marine Patrol	Law Enforcement Officer
Driftwood Middle	Hollywood Police Dept.	Law Enforcement Officer
Fort Lauderdale High	Fort Lauderdale Police Dept.	Law Enforcement Officer
Griffin Elementary	Cooper City Police Dept.	Law Enforcement Officer
Hawkes Bluff Elementary	Fire Department	Fire Fighter
Hollywood Hills Elem.	Hollywood Police Dept.	Law Enforcement Officer
Hollywood Hills High	Hollywood Police Dept.	Law Enforcement Officer
Margate Middle	Margate Police Dept.	Law Enforcement Officer
McFatter Vocational	Broward Sheriff's Office	Law Enforcement Officer
Miramar High	Miramar Police Dept.	Law Enforcement Officer
Mirror Lake Elementary	Plantation Police Dept.	Law Enforcement Officer
Nob Hill Elementary	Sunrise Police Dept.	Law Enforcement Officer
Norcrest Elementary	School Board	Head Facilities Person
Northeast High	Broward Sheriff's Office	Deputy (Sergeant)
Nova Eisen. Elementary	State of Florida	Law Enforcement Officer
Nova High	Fl. Game/Fish Commission	Law Enforcement Officer
Olsen Middle	Metro Miami-Dade Police Dept.	Law Enforcement Officer
Park Springs Elem.	Coral Springs Police Dept.	Law Enforcement Officer
Pasadena Lakes Elem.	Pembroke Pines Police Dept.	Law Enforcement Officer
Pembroke Pines Elem.	Pembroke Pines Police Dept.	Law Enforcement Officer
Perry Elementary	Florida Highway Patrol	Law Enforcement Officer
Pines Middle	Pembroke Pines Police Dept.	Law Enforcement Officer
Pompano Beach Elem.	Pompano Police Dept.	Law Enforcement Officer
Portable Site #3461	Broward Sheriff's Office	Law Enforcement Officer
Riverglades Elementary	School Board	Supervisor
Riverside Elementary	Florida Marine Patrol	Law Enforcement Officer
Seagull School	Florida Highway Patrol	Law Enforcement Officer
Sheridan Hills Elem.	Hollywood Police Dept.	Law Enforcement Officer
Silver Lakes Middle	School Board	S.I.U. Investigator
Silver Ridge Elem.	Davie Police Dept.	Law Enforcement Officer
South Plantation High	School Board	Head Facilities Person
Stoneman Douglas High	Coral Springs Police Dept.	Law Enforcement Officer
Westchester Elem.	Coral Springs Police Dept.	Law Enforcement Officer
Western High	Florida Highway Patrol	Law Enforcement Officer
Whispering Pines	Miramar Police Dept.	Law Enforcement Officer
Winston Park Elem.	Coconut Creek Police Dept.	Law Enforcement Officer
Young Middle	Pembroke Pines Police Dept.	Law Enforcement Officer

Source: Broward County School District, Special Investigative Unit, 1998.

function. SROs may respond to assist the security specialists to break up fights and help resolve student conflicts, but the majority of their time is spent on classroom education activities and serving as a uniformed presence at the request of the school principal.

School Resource Officers (SROs) and school security specialists often perform entirely separate job duties and have limited opportunities to closely coordinate their regular activities to improve security on campus. Security specialists spend most of their time patrolling halls and searching for illegal student activity. SROs are involved primarily in educational prevention activities in the classroom, and assist the specialist as requested. In requesting assistance to conduct an investigation for a student suspension or expulsion, the security specialist contacts an assigned area SIU investigator first. In reviewing records of in-service training activities, MGT consultants found that school security specialists had no opportunities to participate in joint in-service training activities with SIU investigators, other SIU staff, and with SROs.

The Broward County School District has been successful in negotiating contracts with local law enforcement agencies to provide SRO services to high schools and middle schools for a subsidy of \$12,000 per SRO. Broward County police agencies, including the Sheriff's Office and local police departments, indicate these reimbursements go directly into county or city general funds, and are used for a variety of purposes as needed within and outside of the police agency.

The Broward County Sheriff's Office Grants Management Section reports that the Sheriff's Office elementary school SRO program was started in 1995 through a federal law enforcement program grant. Once the grant funds were spent, the cost of the elementary SRO positions have continued to be funded by the Sheriff's Office. Other police departments in Broward County who also provide SROs to elementary schools in their geographic area have followed the example set by the Sheriff's Office and now fund the total cost of their department's own elementary school SRO positions.

In order to fully understand the Broward County School District Special Investigative Unit's (SIU) relationship to other law enforcement agencies in the area, it is necessary to review the unique operating structure of Broward County SIU in greater depth. While it employs sworn law enforcement officers, the Broward County Schools Special Investigative Unit (SIU) does not function as a national or state accredited law enforcement agency, in the same way that the Broward County Sheriff's Office and area police departments operate. In researching comparison school districts, we found that only Miami-Dade County Schools, with a total enrollment of approximately 346,000 students, and Hillsborough County, with a total enrollment of over 153,000 students, operate fully accredited school police agencies which are comparable to the Broward County Sheriff's Office. The major distinction among these school districts and the Broward County School District is that in Miami-Dade and Hillsborough County Schools, the School Resource Officers (SROs) are employees of the school district and not local law enforcement agencies.

The Broward County School District follows a pattern that is more common among school districts nationally. The school district operates a security department that is composed of sworn law enforcement officers, but the department itself is not a nationally or state-accredited law enforcement agency. The Broward County School District works with area police departments to provide SROs to high schools and middle schools

through a cooperative arrangement. Duval County Schools, with an average enrollment of about 127,000, and Orange County Schools, with an average enrollment of about 134,000, uses the same pattern of cooperating with area law enforcement agencies to provide personnel at various high schools and middle schools.

Following our analysis of security operations in the Broward County School District and comparison school districts, including the Miami-Dade, Duval, Hillsborough County School Districts, MGT concluded that the SIU needs to continue with its present operational structure and not become a fully accredited law enforcement agency. Under its existing operational structure, the SIU has been able to develop a cooperative agreement among all area law enforcement agencies to reduce crime in the public schools. The Broward County School District SIU has been able to keep its personnel costs significantly lower through working with local law enforcement agencies to furnish SRO personnel for high schools and middle schools. Through having an established working arrangement with area law enforcement agencies, the SIU in the Broward County School District is able to take advantage of these the additional manpower and enhanced technology provided by these agencies.

In the course of our analysis of the Broward County School District, MGT determined that security specialists are responsible for a significant portion of the day-to-day investigative work at the high school and middle school level. This is primarily because SROs spend a great deal of their time conducting classroom education activities, and are restricted from initiating searches by statute as sworn police officers. Security specialists are called on to do the bulk of investigative work, but have few opportunities to receive annual inservice training in such areas as investigation, working with student discipline problems, etc. After reviewing inservice training records supplied by the Broward County SIU staff, we found that security specialists have no opportunity to participate in ongoing, law enforcement-based inservice training program during the school year. Security specialists would substantially benefit from quality inservice training activities that provide them with the opportunity to strengthen and enhance their investigative skills, and closely interact with investigators and other SIU personnel.

RECOMMENDATION

Recommendation 15-6:

Provide effective inservice training for security specialists, SIU investigators, and SROs.

An annual budget for staff development should be allocated (about two percent of the amount of the contracts). Security specialists perform day-to-day search and investigative work at area high schools and middle schools, yet receive no inservice training throughout the school year. In the course of our analysis, we found that the need for increased, quality inservice training for security specialists and other investigative personnel is one of the most critical issues facing the SIU. Effective, ongoing inservice training makes a significant difference in retaining quality personnel and reducing crime and security incidents in public schools.

IMPLEMENTATION STRATEGIES AND TIMELINE

- | | |
|---|------------------|
| <p>1. The Superintendent and SIU administrative staff should set an amount of dollars equal to about two percent of its existing SRO contract funds with area police agencies to provide inservice training at the start of the 1999-2000 school year.</p> | <p>May 1999</p> |
| <p>2. The SIU Supervisor for School/Community Affairs should develop annual joint in-service training programs for investigators, school security specialists, and SROs in allowing them to more effectively coordinate their activities in working with students. Inservice training should particularly provide additional education for security specialists in such areas as investigative procedure, changes in federal and state law, and for working with student discipline problems.</p> | <p>July 1999</p> |

FISCAL IMPACT

Based on \$12,000 per school resource officer (SRO) at each Broward County high school and middle school, the Broward County School District currently allocates approximately \$672,000 for contracts with area police agencies, including the Broward County Sheriff's Office, to provide SROs for district high schools and middle schools (\$12,000 per SRO contract x 23 high schools and 33 middle schools = \$672,000).

We recommend that an amount equivalent to approximately two percent of these funds, or \$13,500, should be set aside annually to provide effective inservice training programs. These dollars should be provided out of the district staff development funds. The \$13,500 estimate is derived through discussions with Broward County SIU staff regarding the estimated need for additional funds required to provide coordinated inservice training activities for all school security personnel. A review of SIU inservice training records found that there have been very few coordinated inservice training activities for school personnel involved in campus security, particularly security specialists, within the last five years.

Recommendation	1999-2000	2000-01	2001-02	2002-03	2003-04
Provide Inservice Training	(\$13,500)	(\$13,500)	(\$13,500)	(\$13,500)	(\$13,500)

15.3 School Security Issues

A number of districtwide security issues were identified by the MGT team. These issues include:

- visitor procedures and security badges;
- school camera systems;
- enforcement of the Code of Student Conduct;
- incident reporting; and

- campus security threat assessments.

Each concern will be addressed below.

15.3.1 Visitor Procedures and Security Badges

CURRENT SITUATION

The K.C. Wright Administration Building, district offices on West Oakland Park Boulevard, and other administrative office facilities have established visitors procedures requiring all employees to wear an identification badge, which includes a photograph, during regular working hours. The established visitors procedure also includes a requirement for visitors to sign in and use a color-coded visitors badge, which must be returned to the front desk upon leaving the facility. The security guard uses a different color of badge each day, so that all visitors are required to check in at the security desk every day. This process discourages unauthorized visitors from trying to enter using a colored badge from a previous day.

FINDING

When the MGT safety and security consultant visited a school or school office to sign in, visitor passes were easily obtained at the front desk. The visitor's badge can be easily duplicated. In a number of cases, a visitor's badge consisted of a slip of paper signed "visitor" with a magic marker. The consultant was not asked for identification, nor was he supervised while taking a visitor's pass. It would have been a simple matter at most schools for the consultant to obtain several passes at once. Moreover, there was no procedures in place at the school to verify that visitor badges were returned.

In addition, at the K.C. Wright Administration Building, procedures call for color-coded visitors badges to be changed daily. MGT consultants observed on more than one occasion that security guards at the K.C. Wright security counter issued badges in more than one color to different visitors on the same day. Security guard personnel at K.C. Wright also made no effort to assign numbered and coded badges to individual visitors.

RECOMMENDATION

Recommendation 15-7:

Establish visitor procedures and badges that promote greater security.

The Broward County School District should create visitor badges that are sequentially numbered and cannot be easily duplicated in order to increase security effectiveness and deter unauthorized visitors at both individual schools and the central office. Visitor procedures should be established that promote greater security in order to create a safe and healthy environment.

IMPLEMENTATION STRATEGIES AND TIMELINE

- | | |
|---|-------------------------------------|
| 1. The Superintendent should instruct the administrative staff to work with SIU in developing guidelines regarding visitor badges for the schools to follow. | May 1999 |
| 2. All schools and central offices should submit a sample of their proposed revised visitor badge to SIU for approval. | June 1999 |
| 3. The Special Investigative Unit (SIU) should distribute new guidelines regarding campus visitors to all schools and school office facilities. These guidelines should stress the importance of identifying visitors for security reasons. | August 1999 |
| 4. SIU investigators should make periodic checks to ensure that schools and the central office are using the new badges and following appropriate visitors procedures. SIU investigators should also verify that security guard personnel at the K.C. Wright Administration Building and other central office facilities are issuing different color coded badges to visitors on separate work days, as required in central office security procedures. | 1999-2000
School Year
Ongoing |

FISCAL IMPACT

There is no fiscal impact associated with this recommendation. Badges can be created using office supply materials.

15.3.2 School Cameras

CURRENT SITUATION

The Broward County School District identifies one of its most significant school security accomplishments within the last three years as the placing of security cameras in all Broward County high schools and middle schools, in most elementary schools, in centers, and in administrative sites.

Exhibit 15-8 shows the Broward County schools which have surveillance cameras. The exhibit shows the names of the schools with cameras and the right column in the exhibit shows the average number of cameras for middle schools, high schools, elementary schools, centers, and administrative sites. The exhibit's right column also lists the names of schools whose total number of cameras are less than or exceed the average.

The data demonstrate that middle schools and high schools have an average of 16 security cameras per school, while elementary schools have 10 surveillance cameras on average. Centers and administrative sites typically have from ten to 20 surveillance cameras.

Exhibit 15-8 shows which 88 of the district's 201 schools have cameras. The exhibit also shows the average number of cameras that are needed to provide adequate security coverage for very large and complex school facilities.

Surveillance cameras are placed at strategic locations throughout the school, such as common areas where students congregate, and locations which might be potential areas for fights and other disturbances. The cameras make 24-hour recordings of all activities within their range, and a camera monitor room is a locked and secured area somewhere in the school facility.

School security cameras are an effective security tool for a variety of reasons. One main advantage of the camera system is that it allows security staff to immediately determine and even to predict in advance where security threats and other types of violations occur. The security specialist can use the camera monitor as a mechanism to respond where he/she is needed. The camera system also allows security staff to conduct 24-hour surveillance on a potential problem area in the school without being present. Finally, the camera system provides filmed, legal records of security incidents that occur in the school over a 24-hour period. Such filmed records are useful in court cases when students or school employees may be charged or brought to trial for incidents that occurred on campus.

School security specialists value the camera as a resource. They believe, however, that the effectiveness of these cameras can be greatly enhanced by positioning the cameras at the request of school officials according to their needs and requirements, and not just as a service contractor has determined. Also, cameras would be more effective with a zooming capacity that could allow staff to clearly identify the face of a particular student who may be involved in a recorded security incident. At present, existing camera systems do not have sufficient capacity to provide this service.

Security specialists keep videotape records of camera recordings for up to a year. The camera monitor room is usually staffed during the school day by one of the school's security specialists or a teacher or teaching assistant that may be restricted to light duties as a result of workers' compensation injuries. One of the security specialists usually patrols the school building during the day, while the other security specialist monitors the camera room and responds to incidents that the camera detects.

FINDING

Three main problems were evident with the existing camera system:

- First, the cameras are often placed at the discretion of the camera surveillance company that has the districtwide contract for the school district. Security specialists shared that, at some schools, the cameras are useless in detecting student incidents because of where they were placed. At times, the camera maintenance contractor ignored the suggestions of security specialists and placed the camera in a shade that obstructs the camera lens at certain times of the day. In spite of repeated requests for the cameras to be repositioned, the camera maintenance contractor did not respond.

**EXHIBIT 15-8
BROWARD COUNTY SCHOOLS
WITH SURVEILLANCE CAMERAS**

TYPE OF SCHOOL	NAMES OF SCHOOLS WITH CAMERAS			AVERAGE NUMBER OF CAMERAS PER SCHOOL
Middle	Apollo Attucks Blair Coral Springs Crystal Lake Dandy Williams Deerfield Beach Forest Glen Indian Ridge Lauderdale Lakes Lauderhill	Margate McNicol New River Nova Olsen Parkway Perry Pines Pioneer Plantation Pompano Beach	Ramblewood Rickards Sawgrass Springs Seminole Silver Lakes Silver Trails Sunrise Tequesta Trace West Pine Walter C. Young	Average number of cameras per middle school = 16 Middle schools with number of cameras greater than 16: McNicol-32 Parkway-30 Attucks-26 New River-26 Silver Trails-26
High	Anderson Boyd Coconut Creek Cooper City Coral Springs Deerfield Beach Dillard Ely Flanagan Flanagan Annex	Ft. Lauderdale Hallandale Hollywood Hills McArthur Miramar Northeast Nova	Piper Plantation South Broward South Plantation Stoneman-Douglas Starnahan J.P. Taravella Western	Average number of cameras per high school = 16 High schools with number of cameras greater or less than 16: Dillard Ely Flanagan-32 Anderson Boyd-22 Flanagan Annex-4

**EXHIBIT 15-8 (Continued)
BROWARD COUNTY SCHOOLS
WITH SURVEILLANCE CAMERAS**

TYPE OF SCHOOL	NAMES OF SCHOOLS WITH CAMERAS			AVERAGE NUMBER OF CAMERAS PER SCHOOL
Elementary	Bayview Bethune Castle Hill Colbert Collins Deerfield Park Dillard Eagle Ridge	Fox Trail Hallandale Hunt Martin Luther King Lauderdale Manors Lauderdale P.T. Lloyd Estates	North Fork Oriole Panther Run Parkridge Rock Island Royal Palm Sanders Park	Average number of cameras per elementary school = 10 Elementary schools with number of cameras greater or less than 10" Fox Trail-16 Panther Run-16 Silver Lakes-16 Sunland Park-13 Village-8 Hunt-4
Centers	Cypress Run Hallandale Adult Pine Ridge	Pompano Multi S. Area Alternative Sunset School	Whiddon-Rogers Wingate Oaks	Average number of cameras per center = 10 Centers with number of cameras greater than 10: Whiddon-Rogers-20 Hallandale Adult-16 Pine Ridge -16 Pompano Multi-16; Cypress Run-10 S. Area Alternative-10 Sunset School-10 Wingate Oaks-10
Admin. Sites	Central Area Office	Kathleen C. Wright	Tech. & Support Serv. Building	Kathleen C. Wright-46 Tech. & Support Serv. Building-30 Central Area Office-10

Source: Broward County School District, Special Investigative Unit ,1998.

- Second, the quality of the cameras installed is often poor. A number of cameras will not allow monitors to focus enough to view student faces.
- Third, maintenance is slow. One security specialist reported that he had filed a maintenance request to repair two cameras that were not working in August, and he had yet to receive service from the maintenance contractor in November.

RECOMMENDATION

Recommendation 15-8:

Renegotiate the maintenance contract for school security cameras to include timely response to maintenance requests, prompt repair of equipment, and a requirement that school surveillance cameras be repositioned at the request of the school principal and security specialists to better serve security needs.

The Broward County School District should renegotiate its contract with the camera maintenance contractor in order for schools to receive timely maintenance and repair of camera equipment. School principals and security specialists should be able to reposition cameras in order to effectively address security concerns within their schools.

The existing contract with the surveillance camera maintenance contractor needs to be renegotiated to require the contractor to repair and/or replace equipment promptly and to reposition cameras at the request of the principal and security specialists to meet their security needs requirements.

IMPLEMENTATION STRATEGIES AND TIMELINE

1. The Superintendent should direct each school principal to submit a list of surveillance cameras and equipment that are in poor working order, in need of repair or not placed properly. The Superintendent should also direct principals to compile a list of repair requests for surveillance cameras that have not been serviced by the contractor during the last school year. May 1999
2. The Superintendent, appropriate associate superintendents, and district staff should renegotiate the surveillance camera maintenance contract to allow prompt repair of camera equipment and permit cameras to be repositioned at the request of the school principal. July 1999
3. The Superintendent should direct Broward County principals to periodically evaluate the effectiveness of the repair service provided by the camera maintenance contractor on a regular basis. August 1999 and Ongoing

FISCAL IMPACT

There is no fiscal impact associated with this recommendation. The tasks included in this recommendation can be accomplished within an acceptable timeframe using existing resources.

15.3.3 Enforcement of the Student Code of Conduct

CURRENT SITUATION

Inconsistent implementation of the discipline measures outlined in the Code of Student Conduct is prevalent throughout the Broward County School District. SIU investigators report that the level of attention given to the enforcement of the student code of conduct and discipline problems varies greatly from school to school and from one school principal to another. Investigators report that some school principals address discipline problems very quickly, while other principals are slow to respond and enforce the provisions of the code of conduct.

Exhibits 15-9, 15-10, 15-11, and 15-12 show the number of external suspensions, internal suspensions, and expulsions reported for Broward County high schools, middle schools, elementary schools, and vocational/alternative schools and centers. In Exhibit 5-9, the data show that there is no consistent average of external suspension incidents reported for Broward County high schools. Cooper City High School, for example reported only 222 external suspensions in 1997-98, while Deerfield Beach High School reported 1,336. Such variation suggests that enforcement of the student code of conduct is not consistent throughout the district. Further, the MGT survey reported that 52 percent of teachers *agree or strongly agree* with the statement *our schools do not effectively handle misbehavior problems*.

The foreword to the Broward County School District Secondary Code of Student Conduct includes a message to students from the Superintendent which states:

Your success this year will be determined by a number of things over which you have control. You need to come to school every day, pay attention in class, complete your homework, treat school staff and other students with respect, and obey classroom and school rules.

The Code of Student Conduct is all about how you are expected to act in school. It describes what you should and should not do in school and what happens if you do not follow the rules. We believe that a safe and secure environment is a requisite for teaching and learning. One of our major system priorities is ensuring student and employee safety and security. The Code book also address the zero tolerance policy on violent crimes adopted by the State Board of Education and our school board.

The Code of Student Conduct also explains the rights and responsibilities that you and your parents have in school. Please discuss this Code of Student Conduct with your parents. Your signature and that of your parents on the form on the next page indicate that you have received the Code and are aware of the rules.

**EXHIBIT 15-9
NUMBER OF EXTERNAL SUSPENSIONS,
INTERNAL SUSPENSIONS, AND EXPULSIONS
REPORTED FOR BROWARD COUNTY HIGH SCHOOLS**

HIGH SCHOOL	1995-96			1996-97			1997-98		
	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION
Anderson, Boyd	733	449	7	788	377	2	837	377	3
Coconut Creek	518	-	2	656	614	2	552	1182	4
Cooper City	403	137	1	173	693	1	222	125	1
Coral Springs	513	114	-	311	79	1	413	135	4
Deerfield Beach	751	516	1	893	453	-	1336	396	-
Dillard	573	695	-	444	445	3	585	357	1
Ely	513	258	3	728	-	3	506	-	-
Flanagan, Charles W.	-	-	-	433	631	7	480	1193	8
Fort Lauderdale	285	-	3	263	447	-	521	584	1
Hallandale	222	1181	3	353	584	1	500	1013	-
Hollywood Hills	541	2554	2	579	2458	2	709	119	1
McArthur	420	860	3	568	775	2	496	555	4
Miramar	754	461	1	558	553	3	608	647	3
Northeast	528	122	-	420	-	-	432	-	-
Nova	372	602	1	291	1254	-	273	1152	1
Piper	805	1827	1	269	376	-	241	93	-
Plantation	386	1403	3	383	1870	2	423	2653	5
South Broward	337	144	-	388	474	-	435	755	1
South Plantation	423	1078	1	559	1464	-	494	1267	-
Stoneman Douglas	1122	212	3	780	316	4	673	322	3
Stranahan	451	1626	2	811	2148	2	711	2316	1
Taravella, J.P.	316	558	3	397	676	1	397	649	1
Western	473	845	-	213	117	1	520	344	2
TOTAL	11,439	15,642	67	11,258	16,804	66	12,364	16,234	65

Source: Broward County School District, Special Investigative Unit, 1998.

**EXHIBIT 15-10
NUMBER OF EXTERNAL SUSPENSIONS,
INTERNAL SUSPENSIONS, AND EXPULSIONS
REPORTED FOR BROWARD COUNTY MIDDLE SCHOOLS**

MIDDLE SCHOOL	1995-96			1996-97			1997-98		
	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION
Apollo	564	327	-	491	467	-	552	716	1
Attucks	305	-	2	678	-	1	454	1	1
Bair	368	595	1	215	1042	-	272	1122	-
Coral Springs	513	489	3	311	525	4	413	510	3
Crystal Lake Community	1729	969	1	976	1773	2	1024	1	-
Dandy, William	942	401	3	1423	1048	-	1014	1191	1
Deerfield Beach	565	1111	2	425	480	-	872	-	2
Driftwood	285	-	7	257	31	1	283	-	1
Forest Glen	230	1382	7	12	329	-	584	734	5
Indian Ridge	25	335	-	146	741	2	159	1073	5
Lauderdale Lakes	860	561	1	537	582	1	518	417	-
Lauderhill	871	744	3	948	363	-	1140	28	-
Margate	837	775	6	473	875	6	356	227	3
McNicol	624	-	2	720	129	2	475	358	-
New River	297	891	1	827	706	2	920	614	8
Nova	193	4	-	279	128	3	112	193	-
Olsen	557	13	-	666	-	2	445	-	11
Parkway	272	-	-	378	124	-	398	447	3
Perry, Henry D.	479	365	-	801	252	4	529	1	1
Pines	383	367	1	307	506	-	300	832	-
Pioneer	337	8	1	284	-	1	251	1014	6
Plantation	100	90	9	183	149	-	100	99	-
Pompano Beach	332	1434	3	140	347	1	217	673	2
Ramblewood	183	-	-	245	-	-	220	-	-
Rickards	536	402	1	318	416	-	456	435	1
Rogers	384	862	-	-	-	-	-	-	-
Sawgrass	-	-	-	121	-	6	74	-	3
Seminole	410	659	-	446	588	3	425	701	1
Silver Lakes	425	477	1	373	530	-	278	618	4
Silver Trail	43	-	-	204	-	-	79	41	1
Sunrise	571	877	-	611	64	1	698	-	-
Tequesta Trace	266	-	-	59	342	-	104	561	2
Westpine	352	414	-	534	514	2	408	747	2
Young, Walter C. Resource Center	339	125	-	172	1	-	142	-	1
TOTAL	15,477	14,677	55	14,560	13,052	44	14,272	13,354	68

Source: Broward County School District, Special Investigative Unit, 1998.

**EXHIBIT 15-11
NUMBER OF EXTERNAL SUSPENSIONS,
INTERNAL SUSPENSIONS, AND EXPULSIONS
REPORTED FOR BROWARD COUNTY ELEMENTARY SCHOOLS**

ELEMENTARY SCHOOL	1995-96			1996-97			1997-98		
	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION
Atlantic West	-	-	-	-	-	-	1	1	-
Banyan	2	-	-	4	-	-	8	2	-
Bayview	8	-	-	7	1	-	-	-	-
Bennett	6	-	-	23	-	-	28	-	-
Bethune	27	-	-	-	-	-	26	-	-
Boulevard	3	-	-	-	-	-	-	-	-
Broadview	3	-	-	13	-	-	4	-	-
Broward Estates	-	-	-	-	-	-	-	-	-
Castle Hill	54	-	-	49	-	-	90	-	-
Castle Hill Annex	-	-	-	28	-	-	20	-	-
Central Park	-	-	-	1	1	-	-	2	-
Chapel Trail	1	-	-	1	-	-	-	-	-
Coconut Creek	1	-	-	9	2	-	2	-	-
Colbert	5	2	-	3	-	-	2	-	-
Collins	-	-	-	1	-	-	11	3	-
Cooper City	-	-	-	-	-	-	1	-	-
Coral Park	-	-	-	1	-	-	-	-	-
Coral Springs	9	-	-	8	-	-	3	-	-
Country Hills	-	-	-	-	-	-	-	-	-
Country Isles	1	-	-	5	-	-	4	-	-
Cresthaven	19	-	-	31	6	-	19	1	-
Croissant Park	1	-	-	4	-	-	15	8	-
Cypress	1	-	-	20	-	-	9	2	-
Dania	6	-	-	10	-	-	18	-	-
Davie	2	7	-	4	6	-	10	5	-
Deerfield Beach	15	5	-	3	2	-	-	-	-
Deerfield Park	-	-	-	9	6	-	11	3	-
Dillard	5	2	-	88	-	-	53	-	-
Drew, Charles	33	50	-	16	3	-	74	389	-
Driftwood	2	-	-	6	-	-	2	-	-
Eagle Point	-	-	-	-	-	-	-	-	-
Eagle Ridge	6	-	-	5	1	-	9	-	-
Edgewood	25	-	-	-	-	-	-	-	-

**EXHIBIT 15-11 (Continued)
NUMBER OF EXTERNAL SUSPENSIONS,
INTERNAL SUSPENSIONS, AND EXPULSIONS
REPORTED FOR BROWARD COUNTY ELEMENTARY SCHOOLS**

ELEMENTARY SCHOOL	1995-96			1996-97			1997-98		
	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION
Embassy Creek	1	-	-	-	-	-	-	-	-
Fairway	17	-	-	22	-	-	34	-	-
Flamingo	10	6	-	4	43	-	9	13	-
Floranada	4	-	-	15	16	-	15	-	-
Forest Hills	1	-	-	1	3	-	8	-	-
Foster, Stephen	1	2	-	-	1	-	-	-	-
Griffin	-	-	-	-	-	-	-	2	-
Hallandale	-	-	-	1	-	-	6	-	-
Harbordale	-	-	-	7	4	-	8	-	-
Hawkes Bluff	-	-	-	-	-	-	-	-	-
Hollywood Central	8	-	-	4	-	-	21	-	-
Hollywood Hills	6	-	-	3	-	-	7	-	-
Hollywood Park	-	1	-	-	-	-	-	-	-
Horizon	7	1	-	20	1	-	13	7	-
Hunt, James S.	5	-	-	3	-	-	5	-	-
Indian Trace	-	-	-	1	-	-	-	-	-
King, Martin Luther	5	-	-	15	-	-	35	1	-
Lake Forest	2	-	-	8	-	-	9	2	-
Larkdale	112	88	-	80	-	-	25	-	-
Lauderdale Manors	22	-	-	28	-	-	42	-	-
Lauderhill, P.T.	54	1	-	33	49	-	64	60	-
Lloyd Estates	4	9	-	26	9	-	-	1	-
Maplewood	-	-	-	-	-	-	-	-	-
Margate	43	28	-	6	63	-	2	-	-
Markham, Robert C	9	-	-	2	-	-	1	1	-
Marshall, Thurgood	38	-	-	49	1	-	45	-	-
McNab	1	-	-	2	2	-	5	-	-
Meadowbrook	10	24	-	17	30	-	6	8	-
Miramar	10	1	-	61	1	-	55	1	-
Mirror Lake	13	-	-	4	-	-	11	-	-
Morrow	4	-	-	15	1	-	9	1	-
Nob Hill	-	1	-	-	3	-	-	2	-
Norcrest	-	-	-	-	1	-	-	-	-

**EXHIBIT 15-11 (Continued)
NUMBER OF EXTERNAL SUSPENSIONS,
INTERNAL SUSPENSIONS, AND EXPULSIONS
REPORTED FOR BROWARD COUNTY ELEMENTARY SCHOOLS**

ELEMENTARY SCHOOL	1995-96			1996-97			1997-98		
	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION
N. Andrews Grd.	-	-	-	-	-	-	-	-	-
North Fork	40	-	-	43	-	-	14	-	-
N. Lauderdale	27	-	-	80	33	-	46	10	-
North Side	16	-	-	14	-	-	11	-	-
Nova Eisenhower	1	-	-	11	-	-	17	-	-
Nova Forman	6	5	-	11	1	-	17	2	-
Oakland Park	-	1	-	11	-	-	4	1	-
Oakridge	11	-	-	5	-	-	6	-	-
Orange Brook	10	-	-	11	-	-	6	-	-
Oriole	37	-	-	15	1	-	27	-	-
Palm Cove	-	-	-	-	1	-	-	-	-
Palmview	20	-	-	36	1	-	25	-	-
Park Ridge	30	-	-	31	-	-	12	-	-
Park Springs	3	-	-	-	-	-	2	-	-
Pasadena Lakes	3	-	-	6	18	-	16	20	-
Pembroke Lakes	-	-	-	-	-	-	-	-	-
Pembroke Pines	-	4	-	3	-	-	5	-	-
Perry, Annabel C	2	4	-	11	-	-	2	-	-
Peters	16	14	-	15	12	-	6	10	-
Pine Lakes	6	9	-	5	5	-	2	-	-
Pinewood	25	-	-	30	-	-	29	-	-
Plantation	35	20	-	32	127	-	28	77	-
Plantation Park	4	1	-	5	-	-	-	-	-
Pompano Beach	1	-	-	4	-	-	3	-	-
Quiet Waters	9	-	-	5	-	-	-	-	-
Ramble Wood	-	-	-	1	3	-	-	-	-
River Glades	-	-	-	-	-	-	-	-	-
Riverland	6	1	-	32	-	-	20	2	-
Riverside	-	-	-	1	-	-	-	1	-
Rock Island	6	-	-	51	127	-	35	7	-
Royal Palm	37	32	-	23	10	-	25	1	-
Sanders Park	17	2	-	4	-	-	13	-	-
Sandpiper	-	13	-	2	11	-	1	10	-

**EXHIBIT 15-11 (Continued)
NUMBER OF EXTERNAL SUSPENSIONS,
INTERNAL SUSPENSIONS, AND EXPULSIONS
REPORTED FOR BROWARD COUNTY ELEMENTARY SCHOOLS**

ELEMENTARY SCHOOL	1995-96			1996-97			1997-98		
	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION
Sawgrass	6	-	-	3	-	-	3	1	-
Sea Castle	2	-	-	19	-	-	14	-	-
Sheridan Hills	6	-	-	10	-	-	4	-	-
Sheridan Park	1	-	-	2	-	-	-	-	-
Silver Palms	-	-	-	1	-	-	3	-	-
Silver Ridge	12	1	-	-	-	-	3	3	-
Stirling	2	-	-	11	-	-	20	-	-
Sunland	3	-	-	46	-	-	44	-	-
Sunshine	-	1	-	4	-	-	5	-	-
Tamarac	5	-	-	3	-	-	4	-	-
Tedder	52	11	-	8	-	-	17	-	-
Tradewinds	-	-	-	3	-	-	4	-	-
Tropical	6	-	-	9	-	-	3	-	-
Village	24	6	-	8	3	-	8	2	-
Walker	37	7	-	74	95	-	30	1	-
Watkins	3	1	-	-	-	-	-	-	-
Welleby	9	-	-	4	-	-	12	-	-
West Hollywood	21	137	-	46	157	-	9	133	-
Westchester	-	-	-	2	-	-	-	1	-
Westwood Heights	36	72	-	18	254	-	49	47	-
Wilton Manors	3	1	-	13	3	-	10	109	-
Winston Park	8	1	-	8	1	-	3	-	-
Young, Virginia	5	2	-	17	1	-	2	-	-
TOTALS	1,564	574	-	1,682	1,129	-	1,474	953	-

Source: Broward County School District, Special Investigative Unit, 1998.

**EXHIBIT 15-12
NUMBER OF EXTERNAL SUSPENSIONS,
INTERNAL SUSPENSIONS, AND EXPULSIONS
REPORTED FOR BROWARD COUNTY
VOCATIONAL/ALTERNATIVE SCHOOLS AND CENTERS**

SCHOOLS / CENTERS	1995-96			1996-97			1997-98		
	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION	EXTERNAL SUSPENSION	INTERNAL SUSPENSION	EXTERNAL EXPULSION
Bright Horizons Center	1	-	-	2	-	-	2	-	-
Wingate Oaks Center	-	-	-	-	-	-	5	-	-
Cypress Run Alt.	119	-	1	206	6	2	195	-	1
Pine Ridge Alt.	88	-	0	50	4	1	98	-	1
South Area Alt.	157	176	-	29	-	-	180	6	1
Atlantic Voc.	3	-	-	3	-	-	1	-	-
McFatter, William T.	2	-	-	-	-	-	-	-	-
Sheridan Voc.	4	-	-	20	-	-	11	-	-
Hallandale Adult	170	-	3	200	-	2	240	-	-
Pompano Multi-Purpose	120	-	-	74	-	-	111	-	7
Whiddon-Rogers Education	-	-	1	288	-	-	190	-	1
Cross Creek	37	6	-	44	1	-	70	-	-
Sunset School	-	-	-	-	-	-	-	-	-
Whispering Pines	4	4	-	-	-	-	-	-	-
The Quest Center	-	-	-	-	-	-	-	-	-
TOTALS	1,075	186	5	916	11	5	1,103	6	11

Source: Broward County School District, Special Investigative Unit, 1998.

The Secondary Code of Student Conduct includes a form which is a joint parent/student acknowledgement of the provisions of the code of conduct. It requires the signature of both the parent/guardian and the student and states:

*Parents need to become involved in the education of their children and have the responsibility to provide the school with a current emergency contact person and/or telephone numbers. They also have the responsibility to notify the school of anything (such as medical information) which may affect their child's ability to learn, attend school regularly, or to take part in school activities. Parent(s) should take special notice of the **Attendance** and **Tardy** sections of this Code as well as the **Suspension and Expulsion** provisions which are in accordance with School Board Policy.*

The Secondary Code of Student Conduct includes the following provisions:

Students are not allowed to conduct, recruit, or participate on campus in a formal or informal ongoing organization, association, or group of three or more persons who are gang related; have members or associates who individually or collectively engage in or have engaged in a pattern of youth and street gang activity; and have a common name or common identifying clothing, jewelry, buttons, colors, signs, symbols, or markings with the intent to threaten and/or present a danger to public safety.

The Elementary and Secondary Code of Student Conduct also includes provisions for action that must be taken if there are serious problems involving weapons, drugs (including alcohol), or mood altering substances, steroids, and criminal acts. Certain actions are to be taken as a result of these violations as stated in Board Policy 5006. All violations involve the following steps:

- principal involvement;
- immediate parent contact;
- suspension from school grounds, all classes, and all school activities; and
- referral to Special Investigative Unit and police.

Further, School Board Policy 5006 states the following:

Students found to have committed the following offenses on school property, school-sponsored transportation, or during a school-sponsored activity shall receive the most severe consequences provided for by School Board policy, mandatory expulsion:

- *homicide or attempted homicide (murder, manslaughter);*
- *sexual battery or attempted sexual battery;*
- *armed robbery or attempted armed robbery;*

- *robbery or attempted robbery;*
- *aggravated battery;*
- *battery or aggravated battery on a teacher or other school personnel;*
- *kidnapping or abduction;*
- *extortion;*
- *arson or attempted arson;*
- *possession, use, or sale of any firearm; or*
- *possession, use, or sale of any explosive device*

Suspension and expulsion in elementary and secondary schools are when a student:

- *uses any weapon, such as a knife, razor blades, brass knuckles, ice picks, dirks, or other pointed or sharp instruments;*
- *distributes or transmits drugs (including alcohol), mood-altering substances, or steroids, whether or not there is an exchange of money;*
- *commits a second or third offense for the use, possession, or being under the influence of drugs/ alcohol or other mood-altering substances. If he or she enters and completes a state-certified drug/alcohol rehabilitation program, the expulsion may be held in abeyance;*
- *is found to be in possession of any drugs or controlled substances which constitutes a felony under Florida statutes;*
- *commits or attempts to commit sexual battery, i.e. rape; and*
- *starts a fire or attempts to commit arson (willful and malicious burning or attempt to burn).*

Under the Elementary and Secondary Code of Student Conduct, suspension is mandatory with possible expulsion, when a student:

- *possesses, displays, transmits, or handles a weapon other than a firearm, such as a knife, razor blades, ice picks, brass knuckles, stars, other sharp and pointed instruments, and toys that resemble weapons, including water guns, dart guns, etc.;*
- *possesses, uses, or is under the influence of drugs, including alcohol and other mood-altering substances, for the **first** time. In this case, a 10 day suspension is **mandatory**; however, up to seven of the ten*

days may be waived if the student agrees to attend a counseling program authorized by the principal;

- *uses any article or substance as a weapon, including, but not limited to, rock, pen, pencil, or chemicals;*
- *uses any substance to attempt to harm or burn another person;*
- *abuses any staff member, including but not limited to, verbal abuse, threatened or actual physical harm or destruction of personal property. Students shall be suspended when they threaten or direct profanity at any staff member in such a manner as to substantially disrupt the educational process consistent with School Board Policy 5006 III;*
- *consistently commits serious breaches of conduct; and*
- *is charged by a proper prosecuting attorney with a felony, or with a delinquent act which would be a felony if committed by an adult, if that incident is shown in an administrative hearing to have an adverse impact on the educational program, discipline, or welfare in the school in which the student is enrolled, shall be suspended from the regular school program and placed in a disciplinary program or expelled.*

All students recommended for expulsion are assigned to a disciplinary program without student or parent consent for a period of time commencing with the end of the ten (10) day suspension and concluding with the Board's final decision on the recommendation to expel the student.

FINDING

The Broward County School District has produced an Elementary and Secondary Code of Student Conduct that provides extensive and detailed information for parents regarding school attendance, suspension and expulsion policies, and other requirements. The Code of Conduct also requires parents and students to jointly sign an agreement stating that the student will abide by the provisions of the code.

The Code of Conduct requires parents and students to jointly sign an agreement certifying that they have read and understand the rules and provisions of the Code of Student Conduct. The parent/student acknowledgement form states that by signing the agreement, parents and students certify that they have received the Code, have read and know the rules, and agree to be responsible for their child's actions if the rules are broken.

COMMENDATION

The Broward County School District is commended for producing a comprehensive Code of Student Conduct that presents detailed information for parents on student attendance, discipline, suspension, and expulsion policies in a clear, concise, and useful manner.

FINDING

Exhibits 15-9, 15-10, 15-11, and 15-12 present information on the number of external and internal suspensions and expulsions in Broward County high schools, middle schools, elementary schools, and vocational/alternative schools and centers for 1995-96, 1996-97, and 1997-98. The data show that, particularly at the high school and middle school level, the use of internal suspension as an alternative form of punishment has steadily increased. The exhibit shows that at the middle school level, internal suspension is used almost as often as external suspension as a form of punishment.

External suspension is defined as students being physically removed and sent home from school for the entire length of a suspension period, which averages ten days. Internal suspension is where students remain in school during the suspension period, but are isolated at a location on school property or at a nearby community center or other facility, which has been designated for this purpose. The student is supervised by a teacher or a staff member and must keep up with his or her regular class work assignments.

The school district has a very active internal suspension program which operates through a number of designated sites which are strategically located geographically throughout the county. The internal suspension program has a number of advantages over the traditional external suspension program. With internal suspension, parents may continue to stay at work knowing their children will be supervised at school. Students learn that suspension does not mean just a vacation away from school. They learn that violating rules means spending time isolated from their friends with extra work to complete. Internal suspension frequently offers a more effective long-term lesson for the student on the consequences of his or her actions.

COMMENDATION

The Broward County School District is commended for implementing internal suspension as an effective alternative discipline program.

FINDING

The Special Investigative Unit (SIU) investigators report that enforcement of the Code of Student Conduct varies significantly from principal to principal across the district. Inconsistent enforcement of a Code of Student of Conduct as found in the Broward County School District, is a problem facing many school districts nationally across the United States.

In Broward, schools have strong communication and good working relationships among principals, School Resource Officers, and security specialists where the code of conduct is consistently enforced. Strengthening student code of conduct enforcement is an issue that was consistently highlighted by SIU personnel, security specialists, SROs, and principals across Broward County. Some school principals strictly enforce the provisions of the Code, while other principals ignore certain types of offenses. Investigators believe that the district has a strong and effective Code of Student Conduct, and that if the code is enforced uniformly throughout the school district, it would serve as an effective deterrent for many different types of student offenses and significantly reduce the problems security specialists, SROs, and investigators frequently face in maintaining order in the schools.

Given the high priority the Broward County School Board places on fostering an atmosphere of order and discipline necessary for effective learning, it is important for school administrators to consistently enforce the Code of Student Conduct throughout the district. The absence of effective and consistent discipline in the school district creates an atmosphere which can lower student achievement, teacher morale, and productivity.

RECOMMENDATION

Recommendation 15-9:

Enforce the disciplinary measures of the Code of Student Conduct consistently and uniformly throughout the Broward County School District.

Broward County school principals should vigorously and consistently enforce the provisions of the Code of Student Conduct throughout the school district, particularly the offenses that require automatic and immediate suspension and expulsion. Such a practice will be effective in assisting security specialists and investigators to reduce incidents of violence and assaults in schools.

IMPLEMENTATION STRATEGIES AND TIMELINE

1. The Superintendent should issue a directive to all associate superintendents, area directors, and school principals requiring full and consistent implementation of the Code of Student Conduct throughout the school district. May 1999
2. The Superintendent and area directors should initiate inservice training and seminars for area directors and principals on the proper means of enforcing the Code of Student Conduct. July 1999

FISCAL IMPACT

This recommendation can be implemented with existing resources.

15.3.4 Incident Reporting

CURRENT SITUATION

Under existing district procedures, security specialists and/or principals and assistant principals at Broward County high schools, middle schools, and elementary schools are required to report violations of the Student Code of Conduct (defined as incidents) to the Special Investigative Unit as soon as they occur. The investigator assigned to the geographic area will then file the necessary paperwork to initiate student disciplinary action such as suspension or expulsion. In taking statements from the various parties involved in the case, the investigator must frequently counsel students and their families and work with the student to prevent the problem from reoccurring.

Exhibit 15-13 shows the number of incidents reported for Broward County high schools. The exhibit shows that at the high school level, the most common types of incidents reported are:

- arson
- assault
- battery
- disrupting school functions
- fighting
- theft
- vandalism
- weapons

Exhibit 15-14 presents the number of incidents reported for Broward County middle schools. The exhibit shows that at the middle school level, the most common type of incidents reported are:

- arson
- assault
- battery
- disrupting school functions
- theft

Exhibit 15-15 presents the number of incidents reported for Broward County elementary schools. The most common types of incidents reported in elementary schools are:

- assault
- battery
- burglary
- disrupting school functions
- fighting
- theft

Exhibit 15-16 shows the number of incidents reported for Broward County transportation. As can be seen, while 113 incidents were reported in 1995-96, only 21 were reported in 1997-98. The data suggest that incident reporting for school transportation is not consistent and that a number of incidents are unreported.

Exhibit 15-17 presents the number of incidents reported for Broward County school centers. The greatest number of incidents reported were assault, battery, burglary, and theft. Exhibit 15-18 shows the number of incidents reported for Broward County school district offices. Burglary and theft show the highest number of reported incidents at the district offices.

FINDING

Exhibit 15-19 summarizes the total number of critical incidents reports for Broward County high schools, middle schools, elementary schools, and vocational schools/alternative centers. A critical incident is defined as an incident that is reported to another level of law enforcement beyond the security specialist, such as an SIU investigator, an SRO, or a local law enforcement agency.

**EXHIBIT 15-13
NUMBER OF INCIDENTS REPORTED
FOR BROWARD COUNTY HIGH SCHOOLS**

TYPE OF INCIDENT REPORTED	1995-96	1996-97	1997-98
Alcohol	6	18	7
Distribution	1	-	-
Possession	3	8	4
Use	2	10	3
Arson	19	6	1
Assault	32	29	40
Against School Personnel (aggravated)	1	3	2
Against School Personnel (simple)	17	14	27
Against Student (aggravated)	4	9	2
Against Student (simple)	10	3	9
Battery	173	165	128
Against School Personnel (aggravated)	-	4	4
Against School Personnel (simple)	33	36	31
Against Student (aggravated)	20	26	22
Against Student (simple)	120	99	71
Bomb	26	43	23
Device Found	1	2	2
Threat	25	41	21
Burglary	52	59	52
Actual	25	31	32
Attempt	3	2	-
Vehicle	24	26	20
Death	N/A	1	1
Employee	N/A	1	1
Disrupting School Function	62	59	48
Disorderly	39	26	41
Fighting	10	20	5
Other	13	13	2
Drugs	140	118	139
Distribution	N/A	1	3
Possession	107	92	116
Sale	1	3	1
Use	32	22	19
Fighting	84	56	44
Student on Student	84	56	44
Fire	5	5	3
Harassment	8	15	6
Against Personnel	-	3	1
Against Student	8	12	4
Other	-	-	1
Kidnapping	1	3	N/A
Against Student	1	3	4

**EXHIBIT 15-13 (Continued)
NUMBER OF INCIDENTS REPORTED
FOR BROWARD COUNTY HIGH SCHOOLS**

TYPE OF INCIDENT REPORTED	1995-96	1996-97	1997-98
Other Serious Incidents	N/A	N/A	32
Robbery	30	21	12
Armed	1	21	2
Strong Arm	1	-	10
Sex Offense	8	8	10
Student		7	9
Other	8	1	1
Sexual Battery	6	2	N/A
Personnel	1	-	N/A
Student	5	2	N/A
Theft	221	225	186
Private Property	128	101	92
School Property	93	1	94
Tobacco	N/A	N/A	1
Trespass	62	55	34
Former Student	10	37	3
Student from other school	11	13	8
Suspended student	14	13	8
Other	27	5	15
Vandalism	124	100	90
Private Property	6	5	1
School Bus	7	5	9
School Property	111	90	80
Vehicle	98	82	95
Accident	1	24	15
Theft of Accessories	28	1	1
Theft from	13	5	2
Theft of	11	14	17
Vandalism	45	37	60
Weapons	76	45	60
Gun	15	14	7
Knife	43	18	41
Mace	6	1	2
Razor Blade	1	9	2
Toy Gun	4	-	4
Other	7	3	4
TOTAL	1,233	1,125	1,012

Source: Broward County School District, Special Investigative Unit, 1998.

**EXHIBIT 15-14
NUMBER OF INCIDENTS REPORTED
FOR BROWARD COUNTY MIDDLE SCHOOLS**

TYPE OF INCIDENT REPORTED	1995-96	1996-97	1997-98
Alcohol	11	3	7
Distribution	1	-	-
Possession	8	3	7
Use	2	-	-
Arson	12	3	10
Assault	33	36	40
Against School Personnel (aggravated)	18	4	4
Against School Personnel (simple)	8	23	22
Against Student (aggravated)	6	3	7
Against Student (simple)	1	6	7
Battery	197	179	143
Against School Personnel (aggravated)	7	6	N/A
Against School Personnel (simple)	49	50	56
Against Student (aggravated)	29	26	15
Against Student (simple)	112	97	72
Bomb	11	14	13
Device Found	2	14	2
Threat	9	-	11
Burglary	18	31	32
Actual	15	21	26
Attempt	1	1	3
Vehicle	2	9	3
Death	N/A	1	N/A
Employee	N/A	-	N/A
Student	N/A	1	
Disrupting School Function	103	80	76
Disorderly	86	63	70
Fighting	4	10	4
Other	13	7	2
Drugs	86	73	51
Distribution	-	1	4
Possession	60	64	39
Sale	6	3	2
Use	19	5	6
Fighting	61	18	14
Student on Student	61	18	14
Fire	15	4	5
Harassment	10	15	10
Against Personnel	6	3	2
Against Student	4	12	8
Other	-	-	-
Kidnapping	2	2	N/A
Against Student	2	2	N/A

**EXHIBIT 15-14 (Continued)
NUMBER OF INCIDENTS REPORTED
FOR BROWARD COUNTY MIDDLE SCHOOLS**

TYPE OF INCIDENT REPORTED	1995-96	1996-97	1997-98
Other Serious Incidents	N/A	23	44
Against Student	2	2	N/A
Robbery	18	17	14
Armed	18	2	-
Strong Arm	-	15	14
Sex Offense	22	11	8
Other	3	1	-
Student	19	10	8
Sexual Battery	9	2	2
Personnel	9	-	-
Student	-	2	2
Theft	73	132	107
Private Property	44	78	50
School Property	29	54	57
Tobacco	N/A	N/A	N/A
Trespass	34	44	43
Former Student	5	3	1
Other	12	9	9
Student from other school	12	17	11
Suspended student	5	15	22
Vandalism	45	61	42
Private Property	-	2	-
School Bus	9	5	9
School Property	36	54	33
Vehicle	35	42	37
Accident	3	6	7
Theft of Accessories	-	1	-
Theft from	4	-	3
Theft of	8	5	5
Vandalism	20	30	22
Weapons	129	86	94
Gun	25	14	7
Knife	65	49	59
Mace	6	4	1
Other	21	5	11
Razor Blade	11	8	13
Toy Gun	-	6	3
TOTAL	924	877	792

Source: Broward County School District, Special Investigative Unit, 1998.

**EXHIBIT 15-15
NUMBER OF INCIDENTS REPORTED
FOR BROWARD COUNTY ELEMENTARY SCHOOLS**

TYPE OF INCIDENT REPORTED	1995-96	1996-97	1997-98
Alcohol	N/A	N/A	1
Distribution	N/A	N/A	-
Possession	N/A	N/A	-
Use	N/A	N/A	1
Arson	8	4	9
Assault	61	40	48
Against School Personnel (aggravated)	3	1	3
Against School Personnel (simple)	31	25	17
Against Student (aggravated)	4	6	7
Against Student (simple)	22	8	21
Other	1	-	-
Battery	150	95	92
Against School Personnel (aggravated)	1	-	2
Against School Personnel (simple)	54	31	36
Against Student (aggravated)	8	6	6
Against Student (simple)	87	58	48
Bomb	3	3	7
Device Found	1	1	-
Threat	2	2	7
Burglary	115	105	117
Actual	80	72	90
Attempt	13	6	21
Vehicle	21	27	6
School Property	1	-	-
Demonstration	1	N/A	N/A
Sit-In	1	N/A	N/A
Death	N/A	N/A	N/A
Employee	N/A	N/A	N/A
Student	N/A	N/A	N/A
Disrupting School Function	165	72	75
Disorderly	93	53	68
Fighting	3	1	1
Other	69	18	6
Drugs	7	5	3
Distribution	-	-	-
Possession	7	2	3
Sale	-	-	-
Use	-	-	-
Other		3	-
Fighting	55	20	18
Student on Student	55	20	18
Fire	5	2	3

**EXHIBIT 15-15 (Continued)
NUMBER OF INCIDENTS REPORTED
FOR BROWARD COUNTY ELEMENTARY SCHOOLS**

TYPE OF INCIDENT REPORTED	1995-96	1996-97	1997-98
Harassment	12	14	11
Against Personnel	6	3	1
Against Student	6	9	8
Other	-	2	2
Kidnapping	7	4	1
Against Student	7	4	1
Other Serious Incidents	N/A	35	56
Robbery	3	3	1
Armed	-	-	-
Strong Arm	3	2	1
Attempt	-	1	-
Sex Offense	28	23	17
Other	-	4	1
Student	28	19	16
Sexual Battery	3	3	2
Personnel	-	-	1
Student	3	3	1
Theft	195	149	151
Private Property	119	90	1
School Property	76	59	90
Tobacco	N/A	N/A	60
Trespass	37	34	26
Former Student	-	-	-
Other	29	27	25
Student from other school	7	7	1
Suspended student	1	-	-
Vandalism	192	165	125
Private Property	7	2	2
School Bus	4	1	-
School Property	181	162	123
Vehicle	67	98	79
Accident	19	26	25
Theft of Accessories	1	-	-
Theft from	13	3	4
Theft of	7	22	16
Vandalism	27	47	34
Weapons	76	51	48
Gun	12	2	2
Knife	45	33	28
Mace	-	2	-
Other	14	9	9
Razor Blade	5	3	3
Toy Gun	-	2	6
TOTAL	1190	925	890

Source: Broward County School District, Special Investigative Unit, 1998.

**EXHIBIT 15-16
NUMBER OF INCIDENTS REPORTED FOR
BROWARD COUNTY SCHOOLS TRANSPORTATION**

TYPE OF INCIDENT REPORTED	1995-96	1996-97	1997-98
Assault	8	N/A	1
Against School Personnel (simple)	8	-	1
Battery	14	2	4
Against School Personnel (simple)	6	1	2
Against Student (aggravated)	2	-	1
Against Student (simple)	6	1	1
Disrupting School Function	34	N/A	3
Disorderly	31	-	3
Fighting	1	-	-
Other	2	-	-
Bomb	N/A	1	1
Device Found	N/A	1	-
Threat	N/A	-	1
Burglary	N/A	N/A	N/A
Actual	N/A	-	-
Vehicle	N/A	-	-
Drugs	3	N/A	N/A
Use	3	-	-
Other	-	-	-
Fighting	9	N/A	N/A
Student on Student	9	-	-
Fire	1	N/A	N/A
Harassment	3	N/A	2
Against Personnel	2	-	1
Against Student	1	-	1
Kidnapping	1	N/A	N/A
Against Student	1	-	-
Robbery	1	N/A	N/A
Strong Arm	1	-	-
Sex Offense	4	N/A	N/A
Other	2	-	-
Student	2	-	-
Other Serious Incidents		N/A	3
Theft	3	N/A	2
Private Property	2	-	1
School Property	1	-	1
Vandalism	28	N/A	1
Private Property	1	-	1
School Property	27	-	-
Vehicle	2	N/A	4
Accident	1	-	-
Vandalism	1	-	4
Weapons	2	N/A	N/A
Knife	1	-	-
Other	1	-	-
TOTAL	113	3	21

Source: Broward County School District, Special Investigative Unit, 1998.

**EXHIBIT 15-17
NUMBER OF INCIDENTS REPORTED
FOR BROWARD COUNTY SCHOOL CENTERS**

TYPE OF INCIDENT REPORTED	1995-96	1996-97	1997-98
Alcohol	3	3	2
Possession	1	1	2
Use	2	2	-
Arson	1	-	-
Assault	19	18	27
Against School Personnel (aggravated)	3	2	5
Against School Personnel (simple)	9	9	18
Against Student (aggravated)	3	2	3
Against Student (simple)	4	5	1
Other	-	-	-
Battery	50	71	73
Against School Personnel (aggravated)	1	4	4
Against School Personnel (simple)	23	26	32
Against Student (aggravated)	3	8	4
Against Student (simple)	23	33	33
Bomb	2	1	5
Device Found	-	-	-
Threat	2	1	5
Burglary	14	27	16
Actual	5	13	7
Attempt	1	1	2
Vehicle	8	12	7
School Bus	-	1	-
Death	N/A	1	1
Employee	N/A	-	-
Student	N/A	1	1
Disrupting School Function	60	55	70
Disorderly	48	43	62
Fighting	8	2	5
Other	4	10	3
Drugs	27	39	30
Possession	18	30	22
Sale	2	1	-
Use	6	6	8
Other	1	2	-
Fighting	11	18	6
Student on Student	11	18	6
Fire	1	1	2
Gang Activity	N/A	1	N/A
Disturbance	N/A	1	N/A
Harassment	4	4	N/A
Against Personnel	2	1	N/A
Against Student	2	2	N/A
Other	-	1	N/A
Kidnapping	1	N/A	N/A
Against Student	1	N/A	N/A
Other Serious Incidents			17

**EXHIBIT 15-17 (Continued)
NUMBER OF INCIDENTS REPORTED
FOR BROWARD COUNTY SCHOOL CENTERS**

TYPE OF INCIDENT REPORTED	1995-96	1996-97	1997-98
Robbery	7	1	N/A
Armed	-	-	N/A
Strong Arm	7	1	N/A
Attempt	-	-	N/A
Sex Offense	3	4	2
Other	-	2	1
Student	3	2	1
Sexual Battery	N/A	1	2
Personnel	N/A	-	1
Student	N/A	1	1
Theft	57	75	59
Private Property	24	37	16
School Property	33	37	43
School Bus	-	1	-
Tobacco	N/A	N/A	3
Trespass	13	18	13
Former Student	1	2	1
Other	6	10	8
Student from other school	6	3	4
Suspended student	-	3	-
Vandalism	23	13	25
Private Property	2	-	-
School Bus	4	2	2
School Property	17	11	23
Vehicle	31	54	44
Accident	7	14	15
Theft of Accessories	1	1	-
Theft from	3	11	-
Theft of	19	13	14
Fire	-	-	1
Vandalism	11	15	13
Weapons	24	20	16
Gun	3	2	1
Knife	12	5	13
Mace	5	3	-
Other	1	2	1
Razor Blade	3	6	1
Toy Gun	-	3	-
TOTAL	351	430	413

Source: Broward County School District, Special Investigative Unit, 1998.

**EXHIBIT 15-18
NUMBER OF INCIDENTS REPORTED
FOR BROWARD COUNTY SCHOOL DISTRICT OFFICES**

TYPE OF INCIDENT REPORTED	1995-96	1996-97	1997-98
Assault	N/A	N/A	1
Against School Personnel (simple)			1
Bomb	N/A	1	N/A
Device Found	N/A	-	N/A
Threat	N/A	1	N/A
Burglary	3	19	8
Actual	-	14	1
Vehicle	3	5	7
Drugs	1	N/A	N/A
Other	1	N/A	N/A
Harassment	N/A	2	N/A
Against Personnel	N/A	2	N/A
Other Serious Incidents	N/A	1	1
Theft	22	16	21
Private Property	6	1	3
School Property	16	15	18
Trespass	N/A	1	N/A
Other	N/A	1	N/A
Vandalism	5	10	3
Private Property	2	1	-
School Property	3	9	3
Vehicle	3	5	17
Accident	-	1	5
Theft from	-	1	1
Theft of	-	1	5
Vandalism	3	2	6
TOTAL	34	54	51

Source: Broward County School District, Special Investigative Unit, 1998.

**EXHIBIT 15-19
TOTAL NUMBER OF CRITICAL INCIDENTS REPORTED
FOR BROWARD COUNTY SCHOOLS**

SCHOOL	1995-96	1996-97	1997-98
High Schools (23 high schools)	876	1,151	972
Middle Schools (34 middle schools)	621	1,039	835
Elementary Schools (122 elementary schools)	782	965	921
Vocational Schools and Alternative Centers (16 centers)	368	417	464

Source: Broward County School District, Special Investigative Unit, 1998.

The data show that, in most cases, Broward County high schools reported a greater number of total incidents than district elementary schools. SIU investigators and other school law enforcement personnel consider elementary schools to be entirely separate environments with different types of security risks than high schools and middle schools. While all high schools and middle schools in Broward County have certain types of security problems in common, all elementary schools in the district face similar types of security concerns. For example, at the high school and middle school level, the primary security focus is on controlling student behavior through preventing assaults, violence, and eliminating weapons and drug abuse on campus. At the elementary school level, the security focus is primarily on protecting the school campus from unwanted intruders and early education efforts to deter children from joining gangs or becoming involved in drugs.

All Broward County schools are required to follow the same incident reporting procedure. According to procedure, the security specialist is required to file a report with the SIU once an incident occurs on campus, and the SRO logs the incident in the monthly campus activity report form that is sent to the police department. Once the incident information is received at the SIU office, the SIU automatically forward the incident data to the principal's area administrator. The security specialist reports directly to the school principal, and must obtain the principal's signature on the incident report form before the report can be transmitted to SIU. In smaller elementary schools, which have no security specialists, the principal or an assistant principal files the incident report form directly. As the senior administrator on campus, the principal makes the final decision on whether to file an incident report for various occurrences with SIU. The principal has the available flexibility to avoid reporting an incident if he or she chooses to do so.

SIU investigators, SROs, and security specialists report that Broward County school principals do not consistently and uniformly report all incidents that occur on school campuses. MGT consultants reviewed SIU critical incident report data for each Broward County school and found that there were inconsistencies in the number of incidents reported for each school. Some middle schools, for example, had an excessively high

number of incidents reported, and other schools reported very few. SIU has no method of analysis in place for explaining or determining variations or discrepancies in the number of incidents reported at each school from year to year. Based on the differences in the number of incidents reported at schools from year to year, it is reasonable to assume that some principals or administrators may not be reporting the total number of incidents that occur in the course of the school year.

Some Broward County school campuses show differences in the number of incidents that are reported by security specialists and the number of incidents reported by SROs. MGT found that one of the major areas of difference between SIU incident reports and SRO incidents logs is that SROs report all types of fighting that occur on campus, including minor skirmishes, such as pushing and shoving, while SIU reports usually involve only cases of severe fighting defined as assault and battery. In addition, SRO logs sometimes include incidents that happened in the neighborhood surrounding the school campus.

Over the last three years, the Superintendent and SIU staff determined that there are a number of significant differences in the way schools and local law enforcement agencies report critical incidents. Law enforcement agency reports, for example, include incidents which occur on campus or in areas surrounding the school after school hours when buildings are empty and students are not involved. As a result, the Superintendent has asked principals and staff to work collaboratively with law enforcement officers to arrive at a mutually agreeable system of logging incidents.

In 1997, the Superintendent issued a memorandum to area directors and area superintendents requiring principals to work more closely with SROs at their schools to ensure that the number of SIU incident reports at the school are consistent with those submitted by SROs to area police departments. Nonetheless, SIU investigators report that it is still common for principals and administrators throughout the district not to report all incidents that occur on school grounds. In such cases, the principal will ask the school security specialist or SRO to handle the incident, but not to file a report with SIU. The major reason for this practice is that some principals believe reporting a large number of incidents occurring at their schools will reflect poorly on their leadership and adversely affect opportunities for advancement and promotion. In other examples, some principals simply do not want all incidents reported because it would create negative comments and reactions from some parents.

MGT visited school facilities throughout Broward County, conducted surveys, and interviews with Broward County SIU investigators, SROs, security specialists, principals, and administrators, and used information and statistical survey data supplied by SIU staff and SROs. We found that SIU investigators, SROs, security specialists, and school administrators are very concerned over the potential dangers and risks that may emerge when a number of serious incidents go unreported over a long period. If major problems of assault and battery, weapons, and drug possession go unreported or undetected over a long time, there is very serious risk that an unexpected threat to life and property may emerge in a school facility. The compilation of accurate data on security violations is an important part of identifying areas of potential security concern to protect life and property.

RECOMMENDATION

Recommendation 15-10:

Require the reporting of all incidents (through the immediate notification incident report form) to SIU as soon as they occur and establish a method of analysis to evaluate the number of critical incidents reported to SIU annually at each school to ensure that they are consistent with incident reports filed by SROs with area police departments.

The Superintendent should work with area directors to require principals to provide immediate notification to SIU of all incidents at their schools. This practice is essential for SIU to accurately determine the type and patterns of certain types of security problems across the school district. The SIU should develop a method of analysis to explain discrepancies and variations in the number of incidents reported at each school from year to year. School principals should be held accountable during their annual evaluations for ensuring that the number of incidents reported at each school are consistent with those filed with area police departments. Area directors should hold principals accountable.

IMPLEMENTATION STRATEGIES AND TIMELINE

1. The Superintendent should issue a memorandum to all area directors and principals which underscores the importance of the policy requiring all incidents or violations of the Student Code of Conduct to be reported to SIU as soon as they occur. May 1999
2. SIU personnel should work with SROs to develop a method of analysis to evaluate the number of critical incidents reported annually at each school. The method of analysis should ensure that the number of incidents reported to SIU is consistent with SRO incident reports to area police departments. The analysis should also explain any discrepancies or differences in reporting at each school from year to year. June 1999
3. The Superintendent should incorporate the accurate reporting of incidents as a component of each school principal's annual job evaluation. July 1999

FISCAL IMPACT

There is no cost associated with this recommendation. This recommendation can be implemented with existing resources.

15.3.5 Campus Security Threat Assessments

CURRENT SITUATION

Traditionally, most school safety actions in the southeastern United States have involved installing metal detectors, surrounding schools with fences to create safe zones and creating alternative education programs for the violent or disruptive students. Recent actions, such as those in Kentucky and North Carolina, call for a more comprehensive approach that involves awareness, prevention, and intervention, and recognizes school violence as part of a community problem requiring community involvement.

The Southern Regional Education Board (SREB) publication *FOCUS on School Safety and Violence Prevention* indicates there is no simple answer. According to most experts in the field, the best action plan is to implement comprehensive policies that make safety a priority and that are well-organized, predictable, and ongoing. Experts also suggest some common elements schools should consider in developing comprehensive school safety policies. These elements include:

- eliminate the philosophy that “it can’t happen here.” A focus on safety and orderly behavior is appropriate in all schools and at all levels;
- develop clear rules and high expectations for behavior and school performance. These rules should be enforced consistently by all staff in the school;
- adopt clear statements of student and staff responsibilities;
- provide professional development for teachers, staff, and volunteers in all aspects of safety, supervision, classroom management, and crisis intervention;
- adopt procedures for identifying and responding to the needs of at-risk and disruptive students; and
- ensure adequate presence and adult supervision.

The Special Investigative Unit in the Broward County School District presently utilizes a program entitled Crime Prevention Through Environmental Design (CPTED) to conduct security threat assessments of the district schools upon request. Three SIU investigators have been trained at national law enforcement institutes to use the program methodology. Only one investigator works with the program on an ongoing basis at present, because SIU receives very few requests to conduct security threat assessments of school property.

The basic concept of CPTED is that, with proper design and effective use of the physical environment, schools can produce behavior changes that can reduce incidents and fear of crime to improve the quality of life and the learning environment in schools. CPTED utilizes the following principles:

- **Natural surveillance.** The placement of physical features, activities, and people should be made in such a manner to maximize visibility in the lighting of public spaces and walkways at night.
- **Natural access control.** This practice provides physical guidance for people coming and going from a space by the judicious placement of entrances, exits, fencing, landscaping, and lighting.
- **Territorial enforcement.** The use of physical attributes, such as fences, pavement, and landscaping to control access are important.
- **Maintenance.** This process allows for the continued use of a space for its intended purpose, and provides for additional visibility through controlled landscaping.

Effective implementation of the CPTED program offers a number of advantages for school facilities:

- **Property protection.** Increases surveillance of school grounds, equipment areas, student lockers, and other areas. Surveillance devices, such as audio burglar alarms are used during non-school hours, and some parts of the building are limited because of high crime risks. Lockers are kept locked except at the beginning and end of each period and some parking lots are locked throughout the entire school day. Vulnerable areas, such as bicycle compounds, are located in easily observed areas.
- **Improve personal safety.** Increases natural surveillance by putting windows in corridors and classroom doors, promoting self-policing programs, reducing or eliminating causes of congestion in crowded areas, controlling access to various areas, and trying to foster a sense of belonging for the school environment.
- **Education policy.** Involves promoting a sense of responsibility in teachers, students, and administrators, primarily with respect to security problems but with respect to identifying and helping students who may have problems adapting to the school environment. School security staff members are also used to prevent, report, and investigate behavior problems. Students and teachers provide active surveillance on school property. Scheduling activities in otherwise little used areas increases natural surveillance, thereby lessening the fear of using those areas.
- **Restore confidence.** Encourages activities that attract public involvement, promote public awareness of school, faculty, and student achievements. The program encourages social interaction by all segments of the student population, and allows for informal social activities away from unsafe and unsupervised areas.

The CPTED program uses a standard school security survey form that allows an investigator to visually inspect school premises, and note the type and location of any

weakness which should be corrected. The following are examples of the questions included on the CPTED security survey:

- Are the school's outside entrances secure?
- Are all inside doors secure?
- Are broken windows replaced?
- Is the responsibility of the lock and key control assigned to one person?
- Are all keys maintained and issued with strict supervision?
- Is the fencing high enough?
- Are there written regulations regarding access and control of visitors to the school?
- Are visitors required to sign in and issued identification badges?
- Is proper identification required of vendors, repairmen, and salespersons?
- Are students restricted from loitering in corridors, hallways, and restrooms?
- Is an up-to-date inventory of school equipment maintained?

FINDING

The SIU Investigator working with the CPTED program uses the standard school security survey form and completes a report which is reviewed with the school principal. An individual school's CPTED security assessment report is very comprehensive and detailed. CPTED can provide an effective resource for assisting school principals in identifying threats to school security and improving student and faculty safety.

COMMENDATION

The Special Investigative Unit (SIU) is commended for offering Crime Prevention Through Environmental Design (CPTED) as an effective resource for completing security threat assessments for school facilities in the Broward County School District.

FINDING

CPTED school security surveys provide a mechanism to identify threats to school facility safety and security; however, technical assistance available through the program is only offered on a voluntary basis at the request of the school principal. To date, approximately 25 surveys have been completed of school facilities in the CPTED program's five-year history in the school district. SIU staff stressed the lack of interest

on the part of many school principals to participate in the process. SIU actively promotes the CPTED process each school year, but school principals throughout the district have been slow to take advantage of this volunteer resource. SIU staff report that it is often difficult to convince principals of the value of a walk-through campus security assessment and crime prevention activities.

Inadequate provisions have been made at many Broward County school facilities to deter unauthorized visitors. As previously stated, during site visits, MGT consultants were able to walk around freely without being challenged by anyone for extended periods of time. In general, consultants found visitor access and building security to be more effectively controlled at elementary schools than at high schools and middle schools. At several high schools and middle schools, it was relatively easy to enter through an unlocked side door and walk through the school facility without being challenged.

On school campuses and at school offices and resource centers, outside doors were consistently unlocked on all sides of the building. While attending a meeting after 5 p.m. one evening at the K.C. Wright Administration Building, it was extremely easy for an MGT consultant to enter from the parking garage while not wearing a name tag, and proceed through the building lobby to enter an elevator to the 13th floor without ever encountering a security person or being questioned for identification.

School district employees, in general, seem relatively unconcerned or disinterested in security issues. SIU investigators reported that they frequently spend a great deal of their time responding to minor security problems which principals could easily correct using their own initiative. An example of something principals can do to increase security is using a tool to make identification sketch marks on each piece of school equipment. This is a step that very few school principals take. Making identifying marks on a piece of property, such as a VCR or a computer screen, makes it much more likely that an SIU investigator will recover the piece of property if it is stolen. Investigators will be able to easily identify the property in this case if a thief tries to pawn the stolen items in an area pawn shop. Education in property identification procedures is included as a part of SIU's school CPTED security assessment.

RECOMMENDATION

Recommendation 15-11:

Require each facility in the Broward County School District to complete an annual security threat assessment using the CPTED survey process, and initiate implementation plans to correct security problems.

Each principal should work with SIU investigators assigned to the CPTED program to complete an annual security threat assessment of his or her campus. The CPTED program is an effective resource that will assist administrators in eliminating a number of serious campus security problems before they occur.

IMPLEMENTATION STRATEGIES AND TIMELINE

- | | |
|--|---|
| 1. The Superintendent should direct each area director and principal to complete an annual security threat assessment of their school facilities using the CPTED program as a resource. | Commencing in the 1999-2000 school year |
| 2. The SIU should make periodic, random inspections of schools after the CPTED survey is completed to ensure that the school is taking steps to correct the threats identified. | Commencing in January 2000 |
| 3. The Superintendent and district staff should incorporate school security as a component of the principal's annual job evaluation. The evaluation should include an assessment of how effectively the principal has addressed the various security threats identified in the CPTED assessment. | August 2000 |

FISCAL IMPACT

There is no cost associated with this recommendation. The recommendation can be implemented using existing resources.

15.4 School Violence Prevention Programs

CURRENT SITUATION

The Broward County School District provides gang awareness, education, and prevention training to school, parents, and communities, as part of each school's menu of safety options. The SIU has three gang liaisons positions, and one is assigned to each geographic area of the school district as a resource. The gang liaison conducts gang awareness education presentations to students, teachers, district and area school staffs, parents, and community-based organizations and agencies.

Students receive information on gangs and gang activity through structured and interactive approaches to learning, alternatives to gangs, and self-esteem. Additionally, School Resource Officers (SROs) teach the GREAT (Gang Resistance Education and Training) program to seventh graders. The program reinforces the district's initiative to prevent gang activity and violence. Teachers and staff are provided with information on topics tailored to the specific needs of a school, including:

- types of gangs
- gang awareness in the classroom
- attire and what to look for
- why students join gangs
- dress code enforcement
- what schools can do to curtail gang activity

FINDING

Gang liaisons are critical links between schools, students, parents, law enforcement, social service agencies, and the community. Gang liaisons provided gang awareness to over 25,000 participants in the 1997-98 school year. The gang education program is particularly popular with school principals and parents because of the program's efforts to inform students about the dangerous reality of gang membership and criminal activity. SIU administrative staff receive weekly comments from parents, school counselors, and administrators regarding how the program has helped students discuss their fears of gang membership with family and school counselors. Principals and administrators strongly support the program because it strongly discourages a gang presence in their schools.

COMMENDATION

The Broward County School District is commended for providing an effective program of gang education and prevention through gang liaisons.

FINDING

The Broward County School District has established a Youth Crime Watch Program as a school-based initiative designed to involve students in overall efforts to reduce crime and violence in schools and communities. Each secondary school is expected to have a youth crime watch program. SIU gang liaisons are responsible for the overall coordination of the program in their assigned geographic areas of the school district. Each liaison coordinates the program to include advisor training, implementation procedures, program development, fundraising information, and identifying community support.

During interviews, school principals, central office administrators, and Broward County parents stated that the Youth Crime Watch Program is effective because it directly involves students in crime prevention activities, discourages vandalism, and helps to make school campuses more secure. Throughout the school year, the SIU Supervisor of School/Community Affairs attends Youth Crime Watch meetings and related school-community parent advisory committee meetings at least twice a month. She receives positive feedback and appreciative comments from approximately 25-50 parents per month about Youth Crime Watch, SIU education, and prevention efforts in the schools.

More than 50 percent of the principals in Broward County are strong vocal supporters of the Youth Crime Watch Program and actively promote it as a regular activity for students. SIU administrators assist Youth Crime Watch Program advisors in producing a monthly newsletter that highlights the activities of the program at each school. Parents and school principals stated that the program gives young people a positive role model and makes them alert to criminal activities at and around their school areas.

COMMENDATION

The Broward County School District is commended for implementing the Youth Crime Watch Program.

FINDING

The Board has adopted a zero tolerance policy for weapons on school property. The policy includes frequent press releases, bumper stickers and posters which state:

Broward County School Board Zero Tolerance..No Weapons. Bring a weapon...get arrested/ expelled.

The bumper stickers and posters also include a phone number to call and report a weapon on campus.

COMMENDATION

The Broward County School Board is commended for adopting a zero tolerance weapons policy for school district facilities.